

To: ALA Executive Board

RE: Revised structure for the Philanthropy Advisory Group (PAG)

ACTION REQUESTED/INFORMATION/REPORT

ACTION REQUESTED BY:

Philanthropy Advisory Group (PAG)

CONTACT PERSON:

Karlene Jennings, Chair of Philanthropy Advisory Group

karlenejennings@gmail.com

Staff Liaison: Anne Manly, Development Office

DRAFT OF MOTION

Approve the revised structure for the Philanthropy Advisory Group (PAG) to replace the structure previously approved by the ALA Executive Board on October 10, 2018.

DATE

June 15, 2021

BACKGROUND

A review of *EBD 6.1- Creation of Philanthropy Advisory Group (2018-2019)*, *Philanthropic Advisory Group (PAG) Foundational Documents and Sites Final, 2019-2020* and other documents uncovered inconsistencies in the organization of PAG including contradictory language and different numbers of membership. EBD 6.1 called for nine members of PAG, but twelve members were ultimately appointed by the Board. This report creates a revised structure for PAG which aligns with *Article VIII. Section 3* of ALA Bylaws removes the above-mentioned inconsistencies and clarifies the committee's role and purpose. The report also renames the committee to the Philanthropic Advisory Group (PAG).

Included with this report as background are *EBD 6.1- Creation of Philanthropy Advisory Group (2018-2019)*, *Philanthropic Advisory Group (PAG) Foundational Documents and Sites Final, 2019-2020*, *EBD 6.5 Development Office Report 6-5-19* (which outlines the original twelve appointed members), and *Philanthropy Advisory Group Foundational Documents Issues Paper* (prepared by Anne Manly).

Philanthropic Advisory Group (PAG) Revised Structureⁱ

Purpose statement

To advance the philanthropic/fundraising activities of the American Library Association (ALA), and to increase the level of external funding that supports the work of the Association. The Philanthropic Advisory Group (PAG) will advise and report to the ALA Executive Board on philanthropic projects and activities.

PAG will be growth-minded and promote scalable and sustainable strategic frameworks to optimize external fundraising success for ALA.

PAG Responsibilities

PAG will have the following advisory responsibilities:

- Drive more strategic coordination and cooperation of philanthropic activities within ALA.
- Work with the ALA Development Office to expand and inculcate a culture of philanthropy and an integrated philanthropic mission association wide.
- Work with the ALA Development Office to establish a set of strategic philanthropic initiatives.
- Review a strategic plan for ALA philanthropic initiatives and directions on an annual basis.
- Champion the effort to accomplish fundraising goals of the ALA Development Office, which could include participating in direct asks for contributions, participating in donor stewardship efforts, and other opportunities.

PAG Structure and Membership

Composition:

PAG will consist of eleven members, one of whom will be appointed as Chair by the ALA President. Among the 11 members, one member of PAG will be a liaison from the Endowment Trustees. The Endowment Trustees liaison is a full voting member of PAG. The Endowment Trustees will nominate a current Trustee, who will be brought to the Finance and Audit Committee of the ALA Executive Board for consideration and recommendation to the ALA Executive Board for appointment.

Membership will seek to ensure diversity of experiences, ethnic and racial diversity and representation from across the association and its divisions and roundtables.

As an ongoing special committee conducting work vital to the financial health of ALA and the 5-Year Pivot Plan, PAG should also have a designated Executive Board Liaison.

PAG may create subcommittees to accomplish certain tasks, one of which will be a nominating committee. The nominating committee will work with the ALA Development Office to help in the recruitment of potential candidates to serve on PAG.

Terms:

All terms are for three years with no more than two consecutive terms.ⁱⁱ The Chair will be appointed by the ALA President for a three year term.

Appointments:

PAG will put out an open call for volunteers. Nominations and applications should include a statement of interest in PAG, the philanthropic activities of ALA, along with a resume highlighting relevant skills and competencies.

- Nominees must be members of ALA.
- PAG members are expected to have a good working knowledge of philanthropy, either through their professional or personal activities.
- It is preferred that PAG members have at least 5 or more years of professional experience in libraries or nonprofit management sectors.
- The potential for conflicts of interest and overlap between professional and volunteer responsibilities is real and potential nominees should consider the possible ramifications. All PAG members will also be required to sign a confidentiality statement and the ALA Conflict of Interest form.

Applications should be submitted to the ALA Development Office which will work with the PAG nominating committee to review and recommend candidates to the Finance & Audit Committee of the ALA Executive Board. The Finance & Audit Committee will then recommend final candidates to the ALA Executive Board for appointment.

Meetings:

Overall PAG meetings will be held quarterly. An official meeting can be held only when a quorum (two-thirds of all members) is present. Yet many PAG activities will take place between formal meetings through subcommittee assignments, project groups, and other activities.

PAG Reporting Relationships:

As a special committee of the Executive Board created under *Article VIII. Section 3* of the ALA Bylaws, PAG will report directly to the ALA Executive Board on no less than an annual basis and receive charges from them as deemed appropriate.

PAG will work closely with the ALA Development Office. The ALA Development Director will be the staff liaison to PAG and will attend all meetings. PAG will present their activities and strategies to other ALA groups on an ad hoc basis.

ⁱ This revised structure replaces the original structure approved by the ALA Executive Board on October 10, 2018.

ⁱⁱ Members with unfinished terms and/ or roles appointed under the original structure will complete the remainder of that term and then be eligible for reappointment under the revised structure.

TO: ALA Executive Board

RE: Creation of Philanthropy Advisory Group

ACTION REQUESTED/INFORMATION/REPORT:

Philanthropic Advisory Group Proposal.

DRAFT OF MOTION:

- 1) The ALA Executive Board approves the creation of the Philanthropy Advisory Group, as described in the attached document outlining the structure and process of the group.

CONTACT:

Mary Ghikas, Executive Director, mghikas@ala.org
Sheila O'Donnell, Director, ALA Development Office, sodonnell@ala.org

DATE:

October 10, 2018

From the Ad-Hoc Development Task Force to the Proposed Philanthropy Advisory Group: Background Information

The ALA Development Office was formed in the late 1990s, making it a relatively young unit in the history of ALA. At its inception a membership committee, including external stakeholders, was created as a part of the structure supporting the office, but transitions in staff leadership led to these member-driven efforts disbanding by 2016, when the current Director was hired.

In July 2016 the Development Office hosted a one-day fundraising retreat, facilitated by ALA members Peter Pearson and Sue Hall from Library Strategies in St. Paul, MN. The retreat included staff leadership from across the Association, as well as the following member-leaders (the offices they held at the time of the retreat are noted): Julie Todaro, ALA President; Jim Neal, ALA President-Elect; Susan Hildreth, ALA Treasurer; Rod Hersberger, ALA Endowment Trustee.

At this retreat it became clear that there was an immediate need to form a member body to provide leadership and support for ALA fundraising efforts. In fall of 2016, the ad hoc Development Task Force was formed. The Development Task Force specifically included diverse representatives, identifying individuals from across the Association, from many types of libraries and in many roles in the field, and also considering racial and ethnic diversity and age of participants. The following individuals served on the Development Task Force from September 2016 – August 2018 (includes select information about their ALA involvement):

Carolyn Henderson Allen, ACRL Budget & Finance Committee
Lenore England, ALCTS Budget & Finance Committee, ALCTS Fundraising Advisory Group
Peter Hepburn, ALA Council & Executive Board
Rod Hersberger, ALA Endowment Trustee
Maria Taesil Hudson McCauley, ALA Executive Board, Spectrum Alum
Lessa Pelayo-Lozada, ALA Council & Executive Board (served September 2017 – August 2018)
Gary Shaffer, PLA Board Member, ALA Councilor
Chisato Uyeki, Spectrum Alum

The ad hoc Development Task Force achieved the following results during their two-year tenure:

- Helped launch ALA's first coordinated Annual Fund effort in the fall of 2016
- Led the process to identify, hire, and work with a consulting firm to conduct a comprehensive assessment of ALA fundraising activities, culminating in a report to the Executive Board on 10/27/17
- Worked with the ALA Development Director to put together an action plan based on the recommendations from the development assessment. This document became the basis for the strategic investments being made in the Development Office in Fiscal Year 2019

From the founding of the Development Task Force, the group recognized the need for a more permanent philanthropic advisory body to support fundraising for ALA. Since January of 2018, the group has been actively working to envision a long-term structure to lead and support ALA fundraising efforts. Along with members of the Task Force, the following individuals provided input into the potential structure of the new and permanent Philanthropy Advisory Group: Sari Feldman, former ALA President; Miguel Figueroa, Director, Center for the Future of Libraries; Jim Neal, ALA President.

The ad hoc Development Task Force completed its mission in August 2018. Lenore England and Rod Hersberger have agreed to continue to engage with fundraising at ALA and serve as the founding members of the new Philanthropy Advisory Group (PAG), which is being proposed to the Executive Board at the 10/26/18 Board meeting. The proposal for the PAG is attached.



Philanthropic Advisory Group (PAG) Proposal

Presented to the American Library Association Executive Board

Prepared by

Lenore England - Retired - Associate Director for Electronic Resources Management, University of Maryland University College

Rod Hersberger - Library Dean Emeritus, California State University, Bakersfield

Sheila O'Donnell - Development Director, American Library Association

John Taylor - Partner, Alexander Haas

October 10, 2018

Purpose statement

To advance the philanthropic/fundraising activities of the American Library Association, and to increase the level of external funding that supports the work of the Association. The PAG will advise and report to the ALA Executive Board on philanthropic projects and activities.

PAG members will work with the Development office and advise on the following activities:

- Work with the ALA Development Director and Executive Director to establish *significant philanthropic* initiatives for ALA.
- Advise on the effort to set up the processes for a substantive *investment of time and effort* to support the work of PAG.
- Work with the ALA Development Director and Executive Director establish processes that will have a *lasting value for the work* of PAG and the philanthropic culture of ALA.

PAG members will establish an incubator approach to let ideas percolate and actionable strategic projects to develop as the PAG framework is put into place over time (Attachment A).

PAG responsibilities

PAG will have the following advisory responsibilities to initiate more purposeful coordination and cooperation of philanthropic activities within ALA.

- Work with the ALA Development Office to investigate the general philanthropic activities and direction of ALA development office to determine the current culture of philanthropy.
- Review current ALA philanthropic activities and directions.
- Work with the Development Office to establish a set of strategic philanthropic initiatives.
- Lead the effort to accomplish fundraising goals of the ALA Development Office, which could include participating in direct asks for contributions, participating in donor stewardship efforts, and other opportunities.
- Study the effect of the PAG strategies and evolve over time to more effective and efficient directions.

PAG Structure and Membership

The initial PAG structure and membership parameters are noted below and in the membership responsibilities document in Attachment B (membership recruiting document).

PAG Structure

Officers:

Chair, Vice-Chair, and Secretary

The Vice-Chair will assume the Chair position after two years at which time a new Vice-Chair will be elected.

The Chair can be elected to a new 2-year term as a general member upon conclusion of their term as Chair.

Membership:

Nine members, including officers. Membership will seek to ensure diversity of experiences, ethnic and racial diversity, representation of a range of ALA division and roundtable members and will strive to include representatives from the following ALA entities: an Executive Board member, an Endowment Trustee, and a Spectrum Scholarship Alumni. The PAG will also, from the beginning, work to include other stakeholders, which could include philanthropists, foundation representatives, library trustees, or other parties interested in fundraising for ALA and its units.

Terms:

All terms are for two years and are renewable for four terms. However, the Vice-Chair is elected for 4 years as they assume the role of Chair after their initial 2-year term as Vice-Chair. Staggered member terms of one and/or three years will be set at the beginning of the first year of PAG.

Appointments:

Similar to the Endowment Trustees, the Philanthropy Advisory Group will put out an open call for volunteers and receive an application consisting of a letter describing interest in the PAG along with a resume including reference to relevant skills. On an ongoing basis applications will go to the Development Director, who in future years will work with the PAG Chair and Co-Chair sort the applications and recommend candidates to the Finance & Audit Committee of the ALA Executive Board. This body will vote to approve the slate of members.

In establishing the initial committee, applications will go to the Development Director, who will work with the ALA Executive Director to make recommendations for a slate of Committee Members to the Finance & Audit (F&A) Committee of the Executive Board.

Meetings:

Meetings will be held quarterly: Two online and two in person each year. In-person meetings will initially be tied to ALA Midwinter and Annual Conference. An official meeting can be held only when a quorum (two-thirds of all members) are present.

Expenses must be borne by each member (and may be deductible for tax purposes). In Fiscal Year 2020, PAG will develop a funding proposal to support one in-person PAG meeting per Fiscal Year.

Membership Responsibilities:

PAG responsibilities for members are included in Attachment B, which is also a recruiting document.

PAG Reporting Relationships:

PAG will report directly to the ALA Executive Board on no less than an annual basis and receive charges from them as deemed appropriate. PAG will work closely with the ALA Development Office. The Director of the Development office will be a liaison to, and ex-officio member of, PAG and will attend all meetings. PAG will also report on their activities as needed to the ALA President and President-Elect. PAG will present their activities and strategies to other ALA groups on an ad hoc basis.

Estimated Timeline for Key Benchmarks:

October 2018: Present the Proposal for the PAG to the ALA Executive Board

November 2018 – January 2019: Receive Applications for the PAG

April 2019: Present Applicants to Board F&A Committee

June, 2019: First in person meeting of the PAG, discussion of organization and election of Chair & Co-Chair (voted on by the group)

September or October 2019: Online meeting of the PAG

Attachment A

Framework for organizing the Philanthropy Advisory Group (PAG) for the American Library Association (ALA)

Framework for the ALA PAG:

1. Establish approval for PAG and reporting structure within ALA.
2. Initiate PAG structure and appointments.
3. Determine annual fundraising strategies.
4. Delineate areas where volunteer resources are needed. Standard areas of work include the Annual Fund, Major Gifts, and Planned Giving. Deploy fundraising volunteers throughout ALA.
5. Assess fundraising strategies and goals and update strategic plans for the next fiscal year.

Notes about the Framework:

1. The framework elements are presented as an initial structure, in priority order, to launch the Group.
2. Each framework element will generate projects, processes, timelines, and/or procedures.
3. This work will depend on the ideas discussed and reported by the Group members.

Attachment B

Philanthropy Advisory Group (PAG) Members Responsibilities and Recruiting Document

Background Information

- There are nine PAG members that are selected based on a review of the qualifications provided in the online application (TBD). The Director of the ALA Development Office serves as the liaison and ex-officio member of the PAG.
- PAG members serve a two-year term, which can be renewed for subsequent two-year terms for up to four terms.
- PAG members' terms will be staggered on a rotating basis, with some members serving either one to three years initially at the beginning of the first year of PAG.
- Meetings will be held quarterly during the calendar year. PAG members must be able to attend two online meetings. It is also strongly recommended that members also attend two in person meetings. Travel expenses will not be covered, although arrangements are in process to potentially cover these in future. Nonetheless, expenses incurred are potentially tax-deductible per IRS Publication 526.
- The PAG Chair reports to the ALA Executive Board on the projects and progress of philanthropic work for the ALA.

PAG Member Responsibilities

PAG members will work on philanthropic initiatives for the ALA. PAG is a new advisory group and in the first year will investigate and analyze the state of philanthropic work in the ALA; work towards more effectively coordinating philanthropy within ALA with the ALA Development Office, and study the impact of new goals and how to evolve more effectively over time. Members are expected to serve on a working group to fulfill work plan items set at the beginning of the year and report on their findings to PAG. All members will work to put these strategies into place as a group.

Critical Skills

- PAG members are expected to have a good working knowledge of philanthropy, either through their professional or personal activities.
- It is preferred that PAG members have at least 5 years or more years of professional experience in libraries or nonprofit management sectors.
- It is preferred that PAG members have served on various committees or working groups and are knowledgeable about completing projects for these groups.



**Philanthropic Advisory Group (PAG) Foundational Documents and Sites
Final, 2019-2020**

Prepared by

PAG Members

As of September 4, 2019

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I. Background of PAG

The current work to continue to support the fundraising efforts of the American Library Association (ALA) began in 2016 when the ALA Development Task Force (Task Force) was formed. At the outset, from the founding of the Task Force, the group recognized the need for a more permanent philanthropic advisory body to support fundraising for ALA. After the Task Force completed its work in August 2018, in the fall of 2018 a proposal to form a Philanthropy Advisory Group (PAG) was submitted to the Executive Board (Executive Board) and approved at their meeting in October 2018.

This document sets out the structure, policies, and procedures for PAG and is meant to introduce members to the newly formed PAG. This document will evolve, as a guideline for current and new PAG members.

II. Vision Statement

To advance fundraising efforts at ALA.

III. Job Description

Purpose

PAG is an ad hoc advisory committee formed by volunteer leaders to increase member engagement and to deepen the culture of philanthropy of the American Library Association (ALA). Membership on PAG is by a competitive application process with appointment by the Finance and Audit Committee of the ALA Executive Board. PAG will consist of a representative group of individuals who share in the ALA vision and can work with the ALA Development Office (DO) to help guide, advise, and assist ALA leadership as they advance their development efforts to meet the growing needs of the organization. Members of PAG will also commit to supporting ALA with a meaningful annual gift. Later on “PAG members will be leaders in engaging the membership about ALA’s development goals and the various opportunities members have to support ALA. PAG members are encouraged to make their own annual gifts.”

Critical Skills

1. PAG members are expected to have a strong working knowledge of philanthropy, either through their professional or personal activities.

2. Ideally, PAG members have at least five years or more years of professional experience in libraries or nonprofit management sectors.
3. Ideally, PAG members have served on various committees or working groups and are knowledgeable about completing projects for these groups.

Meeting Schedule Framework

PAG meets quarterly to address planning and overall fundraising strategy, including two in-person meetings at Annual and Midwinter ALA meetings, and two separate online meetings.

Except for the founding year, PAG members have a two-year term, renewable for an additional two years.

Duties

PAG will meet periodically to discuss potential fundraising opportunities and strategies in coordination with the DO and Executive Board. PAG responsibilities may include the following duties. It is not intended that engagement in any of these activities will create a conflict of interest for members in their professional positions or other development work in which they may be already involved.

1. If appropriate, identification of potential funders.
2. Introduction of ALA leadership to prospects; participate in discovery calls.
3. If appropriate, willingness to host/participate in cultivation or stewardship activities at the request and direction of the Development Office.
4. At the direction of the DO, solicit financial support either with DO staff or on their own in coordination with the DO (the DO is responsible for all incoming donations and processing of those donations). Providing advice regarding public/private partnerships. PAG members may be asked to join ALA staff or ALA member-leaders on asks. This will occur on a case-by-case basis. Some PAG members will never go on asks.”
5. Providing regular and straightforward feedback on PAG proposed activities that can or will be of useful service to ALA.
6. Demonstrate their commitment to expanding the culture of philanthropy within ALA by making a meaningful annual donation and/or planned gift.
7. Improving member engagement in philanthropy and helping to build a culture of philanthropy at ALA.

PAG will work with the DO to initiate more purposeful coordination and cooperation of philanthropic activities within ALA.

7. Work with the DO to identify the general philanthropic activities across units to determine the current culture of member engagement in philanthropy.
8. Review current ALA philanthropic activities and directions and make recommendations for streamlining giving opportunities.
9. Work with the DO and the Executive Board to establish a set of strategic philanthropic initiatives.
10. If appropriate, Champion fundraising goals of the DO, which could include participating in direct asks for contributions, participating in donor stewardship efforts, and other opportunities.
11. Study the effect of the PAG strategies and evolve to more effective and efficient directions.

PAG and the ALA Development Office Roles

PAG reports to the Executive Board and works in tandem with and via the direction of the Director of the DO. The Director of the DO will coordinate with the Chair to draft reports to the Executive Board. The DO provides direction on fundraising and fiscal oversight to the PAG, providing a clear voice and meaningful responsibility of the DO on all fundraising and fiscal matters. Since ALA fundraising and fiscal matters are the responsibility of the DO, PAG will coordinate their fundraising and fiscal activities with the DO. The Director of the DO will serve as the employee liaison, ex-officio, and non-voting member to PAG and will engage other DO staff as needed to provide information and advance the conversation about PAG work.

IV. PAG Governance Statement

PAG Officer Reporting Structure and Composition

Chair

The Chair provides leadership for PAG. The duties of the Chair are to represent the best interests of the PAG and the ALA. The Chair shall preside at all meetings of the PAG. The Chair shall help to designate, and organize as needed, members of the Nominating Committee and of ad-hoc working groups. After the end of their terms, they will automatically succeed as Past-Chair.

Chair-Elect

The Chair-Elect shall automatically succeed to the Chair on July 1 of the year marking the expiration of his or her term as Chair-Elect. The Chair-Elect shall assume her or his duties in the absence of the Chair.

Past-Chair

The Past-Chair will automatically Chair the Nominating Committee. (In order to have continuity of the Nominating Committee in the first years of PAG, the PAG Chair will chair the Nominating Committee until they are Past-Chair.) [Please also see the PAG Working Groups and Nominating Descriptions for 2019-2020 document for full details about the Nominating Committee..](#)

Secretary

The Secretary is responsible for keeping the minutes and records of the PAG and for certifying the results of any votes or elections.

Term Limits

The first iteration of the PAG will have staggered terms. The PAG terms run from Annual Conference to Annual Conference, and the first “class” of PAG members and officers will have terms that look like this:

- Three members: 1-year terms - Suggested: Secretary
- Three to five members: 2-year terms - Suggested: Chair and/or Chair-Elect
- Three members: 3-year terms - Suggested: Chair and/or Chair-Elect, then Past Chair after their term has ended as Chair (may be Chair for two years of a three-year term), who will sit on the Nominating Committee

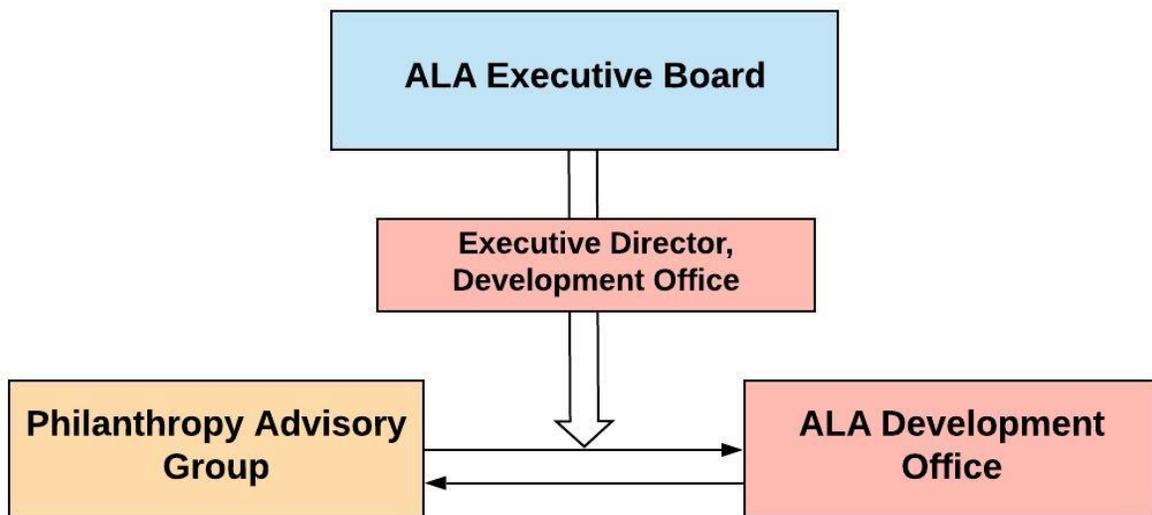
The PAG term will run annually from July 1 to June 30, with the exception of the first year PAG is in operation. In the first year of PAG, the term will run from June 1, 2019 to June 30, 2020.

PAG Working Subgroups and Nominating Committee

We do not anticipate future expansion of the number of officers. There will be working groups or working committees formed and will evolve over time. PAG will need leadership and members for these subcommittees. [Please also see the PAG Working Groups and Nominating Descriptions for 2019-2020 document for full details about these groups.](#)

V. PAG Organizational Chart

The PAG organizational chart is shown below and depicts a representation of organizational communication between the Executive Board, PAG, and the DO. PAG will directly report to the Executive Board and work to support the work of DO.



VI. Upcoming for PAG - Current Meeting and Other Organizational Logistics

1. Committees and Work Groups for 2019-2020: In addition to the Nominating Committee, please also be prepared to volunteer for at least one (or more) work plan committees, based on the work plan items that are established for PAG to work on in the first year. Four work plan items are proposed: Stewardship, Legacy Society, 1876 Club, and the Annual Fund. PAG will get the Nominating Committee up and running as quickly as possible in order to establish our recruiting processes, which can take some time to set up. We will also have an ongoing discussion about the PAG conflict of interest procedures and guidelines for the working groups and other PAG matters in the first few meetings.

[Please see the PAG Working Groups and Nominating Descriptions for 2019-2020 document for full details about these groups.](#)

2. Membership list with contact information: Lenore England, the proposed PAG chair, will ask for more information for the membership site: Names, contact information, and photos, which

will be set up in the secure PAG ALA Connect Site. There will also be a spreadsheet (Google Sheet) in the ALA Connect Site with contact info on one tab, meeting dates on another tab. The member list via Google Docs and Google Sheets will be set up after the first PAG meeting.

3. PAG site on the ALA website: Future project (placeholder here).

TO: ALA Executive Board

RE: Report of the ALA Development Office

ACTION REQUESTED/INFORMATION/REPORT: Development Office report

CONTACT PERSON:

Mary Ghikas, Executive Director, ALA

Sheila O'Donnell, Director, Development Office, sodonnell@ala.org

DATE: June 5, 2019

BACKGROUND: The purpose of the ALA Development Office report to the ALA Executive Board Members is to provide an overview of the progress made by the American Library Association (ALA) and its units in their strategic fundraising efforts. The Office of ALA Development and ALA units expend significant effort in identifying, cultivating and soliciting major and planned gifts; participating in donor activities for purposes of relationship building, cultivation and stewardship; drafting proposals and meeting with individuals, foundation and corporate donors for cultivation and solicitation purposes.

ATTACHMENTS:

Fundraising Accomplishments

Following the list of accomplishments, further information about specific fundraising activities is listed to highlight the expanding role and reach of ALA. When appropriate, hyperlinks have been included to provide additional information.

Fundraising

- The Young Adult Library Services Association (YALSA), in partnership with the [Chief Officers of State Library Agencies](#) (COSLA), is continuing work on an IMLS grant of \$497,635 to implement the, [Transforming Teen Services: A Train the Trainer Approach](#) (T3) project. Launched in July of 2018 the project runs through June 30, 2021. The [T3](#) brings together state library agency (SLA) staff and frontline library staff from each U.S. state/territory for a robust training program that helps build knowledge and skill related to connected learning (CL), computational thinking (CT), and cultural competence. In the first year of the project, five states participated in training and a community of practice, and the learning from the pilot lays the foundation for T3 over the next two years.
- The ALA Public Programs Office has signed a three-year, \$663,000 agreement with the United States Holocaust Memorial Museum. With the funding, PPO and USHMM will tour a library version of their [Americans and the Holocaust](#) exhibition to public and academic libraries around the country. Applications for the opportunity will open June 17.
- PPO signed a \$25,000 agreement with the Yiddish Book Center in Amherst, Massachusetts. The funding will support a promotional plan to announce Coming to America, a reading and discussion program opportunity featuring Yiddish books in translation, to public libraries nationwide. Applications for Coming to America will open June 3.
- PPO received a \$50,000 grant from Acton Family Giving in support of PPO's longstanding Great Stories Club, a reading and discussion program that connects library workers with underserved youth in their communities. Thanks to the funds, the 35 participating libraries for the next series will be able to bring their community partners, representing alternative schools, juvenile detention facilities, and other organizations that serve youth, to the project's two-day training in Chicago, enabling greater collaboration.
- United for Libraries received a generous bequest from Jack Neal. Neal, who passed away in late February, was executive vice-president of Neal-Schuman Publishers from 1976 until 2011 when the company was acquired by ALA. United president Skip Dye has formed a task force to develop a plan for the funds to support a national training program for library Trustees and Friends.

Organizational Excellence

- The Development Office has completed hiring process and is fully staffed, per the investment budget approved by the Executive Board to begin in FY2019. The current Development Office staff include: Sheila O'Donnell, Director; Ryan LaFollette, Assistant Director of Major Gifts; Anne Manly, Assistant Director, Corporate and Foundation; Alice Burton, Development Communications Associate; Remigio Torres, Development Operations Associate; and Autumn Ni, Development Coordinator.
- Ryan LaFollette, Anne Manly and Autumn Ni participated in Donor Prospect Research training, April 15-19. The training focused on prospect development, stewardship and use of iWAVE and Foundation Directory.
- Ryan LaFollette attended Chicago Council on Planned Giving, Planned Giving training and annual symposium, May 23 and 24, 2019.
- Ryan LaFollette will present at the International Public Library Fundraising Conference, Calgary, CA, July 28-30.
- Remigio Torres and Autumn Ni joined the Association of Advancement of Service Professionals, and will monitor the impact of the current law changes on gift processing and acknowledgement.

- Alice Burton has been working to improve donor communications and integrate fundraising communications into other ALA communications channels.
- Sheila O'Donnell is a member of the ALA Executive Director Search Committee.
- The Development Office is working with the Public Policy and Advocacy Office and ALA IT to launch a pilot of the Salesforce CRM. Remigio Torres and Autumn Ni are the primary contacts to ensure fundraising data integrity as a part of this process. The plan is to use Salesforce to track advocates, donors and prospects in one system, including tracking information about their relationships to each other and others within the ALA universe. We anticipate that the improved data tracking will support our efforts to raise more funds for ALA overall. We are currently in the testing phase and will be able to use the new system immediately following ALA Annual Conference.

Philanthropy Advisory Group

The new Philanthropy Advisory Group structure was approved by the ALA Executive Board at the October 2018 Board meeting, and 12 members were appointed by the Finance and Audit Committee at their meeting on May 13, 2019. The first meeting of the PAG will occur at Annual Conference 2019. The purpose of the PAG is to advance the philanthropic/fundraising activities of the American Library Association, and to increase the level of external funding that supports the work of the Association. The following individuals were appointed to the PAG, and will serve terms between 1 – 3 years:

John P. Culshaw

Jack B. King University Librarian
University of Iowa Libraries
Two-year term

Rod Hersberger

Library Dean Emeritus
California State University, Bakersfield
One-year term

Lenore England

Retired – Asst. Dir., Electronic Resources Mgt.
University of Maryland, University College
Philanthropist for Innovation Management
Three-year term

Karlene Noel Jennings, PhD, CFRE

Executive Director of Development
UNC Greensboro, University Libraries
Three-year term

Barbara J. Ford

Mortenson Distinguished Professor Emerita
University of Illinois
Three-year term

Christina McClelland

Resource Development Officer
Denver Public Library
One-year term

Edward Garcia

Library Director
Two-year term

Robert R. Newlen

President
Dwight D. Opperman Foundation
Two-year term

Joyce Garczynski

Assistant University Librarian for Development
& Communications
Towson University, Albert S. Cook Library
One-year term

Blyne Olivieri

Head of Special Collections & Associate
Professor
University of West Georgia, Ingram Library
Two-year term

Mary Hastler

CEO
Harford County Public Library
Two-year term

Lorelei Rutledge

Faculty Services Librarian
One-year term

ALA Fundraising Priorities

Annual Fund

The Development Office launched an online mini-campaign in connection with National Library Week in April of 2019. We raised close to \$2100 through Facebook fundraisers and saw an increase in online donations related to National Library Week.

Immediately following Annual Conference, we will begin to work on planning and preparations for the Fall 2019 Annual Fund campaign.

Planned Giving

The Development Office has redesigned its Planned Giving marketing materials to make giving more approachable. We want to make it as easy as possible for ALA donors to give, making sure we are creating a seamless pipeline for Planned Giving that begins with the Annual Fund. The adoption of Salesforce will be a powerful tool in helping us identify giving patterns that indicate strong candidates for Planned Giving going forward.

Legacy Society and 1876 Club

The Legacy Society is the overall giving society for those who have made a planned gift to ALA. The 1876 Club is a donor circle within the Legacy Society, targeting individuals who are under 50 when they indicate their intention to make a planned gift to ALA.

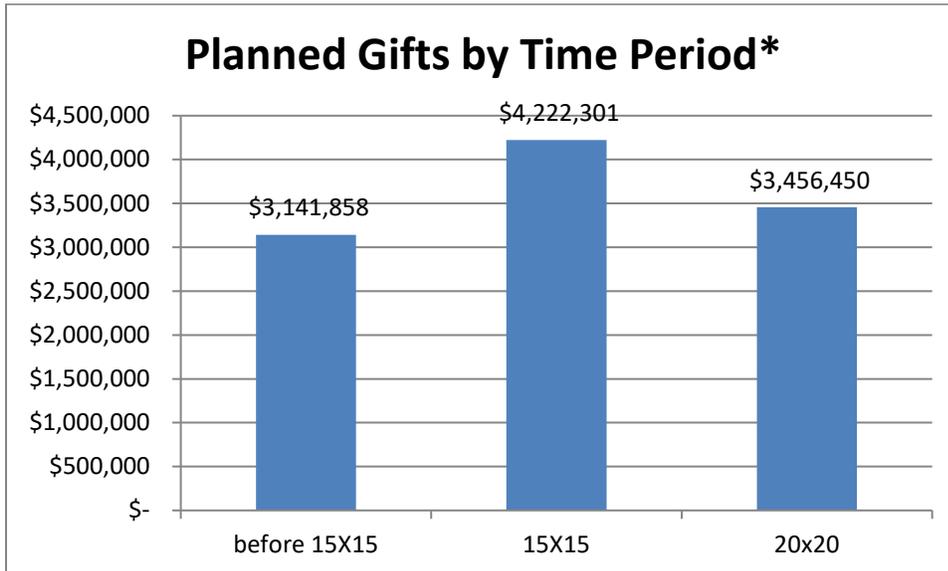
Planned Giving Activities in FY19 – FY20 include:

- Targeted mailing to 5,000 recipients, June 2019.
- Sheila O'Donnell and Ryan LaFollette met with potential donors at the ACRL conference in Cleveland to discuss planned gifts. Additional conversations are planned for the Annual Conference and at the AASL conference in Louisville, KY, November 14-16.
- Legacy Society Luncheon at Annual Conference 2019, to steward current Legacy Society members.
- Sweet Tea reception at Annual Conference 2019 to promote 1876 Club.
- Meetings at Annual Conference to promote Legacy Society and 1876 Club.
- With ALA units, identify prospects to approach for major and planned gifts.
- With ALA units, create solicitation documents which can be used during donor meetings.
- Ads in *American Libraries* promoting the Legacy Society and 1876 Club.

20x20 Campaign

The goal of the 20x20 Campaign is to bring our major and planned gift fundraising to a total of \$20 million by the end of 2020. This means a little more than \$10 million in new planned and major gifts. So far, we have received close to \$4 million in planned giving pledges to count towards the 20x20 campaign.

Here's more information about planned giving by time period:



Planned Gifts before 15x15 (prior to June 2012): \$3,141,858
 Planned Gifts during 15x15 (June 2012 – February 2016): \$4,222,301
 Planned Gifts to-date 20x20 (March 2016 – ongoing): \$3,456,450

Additional detail about the pledges reflected above:

New Planned Giving Pledges to ALA, March 2016 – June 2019		
	Approximate Pledge Amount	New Members
1876 Club	\$1,804,750	17
Legacy Society	\$1,651,700	14
Total	\$3,456,450	31

Libraries Transform Campaign Library Champions

The Communications and Marketing Office includes a full report on Libraries Transform Campaign in their report; please refer to that document for more information about Campaign activities since the April 2019 Board meeting.

The Development Office is undertaking a review of the Library Champions program, especially benefit levels and how those benefits fit in with the larger picture of corporate membership within ALA. To that end, the Development Office surveyed current Library Champion members to gauge their satisfaction and solicit feedback regarding member likes, dislikes, and ideas for future initiatives. In addition, Member Services and the Development Office came together to form corporate membership working group, collaborating with the CMO Office, Publishing, Conference Services, United for Libraries, and the Public Policy and Advocacy Office. The working group aims to diagram existing corporate benefit programs and create a unified plan to strategically maximize corporate member giving and boost the total number of corporate members and sponsors.

After experiencing a decline in Library Champions membership in the mid-2010s, membership in the program has stabilized. There are currently 25 Library Champions. OverDrive is the program's Lead Sponsor. Capital One is a new Library Champion at the Sustainer Level, as is Dollar General. FINRA and SAGE remain Investors at the \$10,000 and above level. Bound to Stay Bound and the Nora Roberts Foundations are Patrons at the \$7,500 level. Baker & Taylor, Brodart, Candlewick Press, Demco, EBSCO,

Elsevier, Gale, Ingram Content Services, Midwest Tape, Morningstar, OCLC, ProQuest, referenceUSA, Scholastic, SirsiDynix, Sister In Crime, Springer Nature, and Taylor & Francis are Members. In F18, one corporation, TLC, dropped out of the program, while Sisters In Crime re-joined after an absence of a year.

Philanthropy Advisory Group Foundational Documents Issues Paper

To: Tracie D. Hall; Karlene Jennings; Mary Hastler; Ed Garcia
From: Anne E. Manly
Date: May 22, 2021
Re: Philanthropy Advisory Group Foundational Documents Issues

Background and Summary: The Philanthropy Advisory Group was the brainchild of Lenore England and was created by act of ALA's Executive Board on October 10, 2018. In passing the motion to create PAG, ALA's Executive Board approved PAG as described in the "**Philanthropic Advisory Group (PAG) Proposal**" which was presented to the Board by Ms. England and is contained in the Development Office Report to the Executive Board, EBD #6.1. Thus, by explicitly approving PAG as described by the Proposal, the Proposal became the foundational document of PAG. This document will be referred to herein as the "October Proposal."

The October Proposal invests ALA's Finance and Audit Committee with authority to approve PAG members. On May 13, 2019 ALA's Finance and Audit Committee approved and appointed 12 individuals to serve on PAG. Also as prescribed by the October Proposal, PAG members were appointed for staggered terms from one to three years. The F & A's Committee's actions were reported to ALA's Executive Board on June 5, 2019. The June 5 Report will be referred to herein as the "June Report."

In 2020, Lenore England stepped down as Chair of PAG. Sheila O'Donnell, ALA's Director of Development, also left her position in February of 2020. With their departure, much valuable institutional memory regarding PAG was lost.

In June 2021, the terms of several members of PAG's inaugural class are set to expire. In anticipation, PAG leadership began to investigate the nominating process when it was discovered that the October Proposal set the number of PAG members at 9, whereas the June Report indicated 12 members had been appointed. This discrepancy raised the concern that there may be other inconsistencies.

PAG members Karlene Jennings, Mary Hastler, and Ed Garcia were asked to investigate the matter. I was asked to support the effort. This document contains a review of the October Proposal and identifies any actual or potential issues raised by the document. It should be noted that nearly every statement has the potential to become an "issue" if it is not followed. In this document, I highlight only those areas where issues already exist or where the potential for inconsistent application seems great. I do not offer any resolutions at this time but instead only identify issues which may warrant further action. The June Report is also referenced, although it is a much shorter document and is limited in its scope. I will note that I was not able to find any record of the May 2019 F & A Committee vote despite a review of the Committee's 2019 Reports to the Board as posted on the ALA website.

Discussion. The October Proposal is presented in its entirety below. I have highlighted in red those areas which I believe warrant review. Where there is a conflict between the October Proposal and the June Report, I note those inconsistencies in green.

I also note that additional documents exist including the "Philanthropic Advisory Group (PAG) Foundational Document and Sites Final 2019.2020" and the "Philanthropy Advisory Group (PAG),

Working Subgroups and Nominating Committee - 2019-2020.” I have attached those two documents for your reference. Because those two documents were not adopted by Board, they should only be considered advisory. In addition, in some instances, there are clear differences between the October Proposal and the Foundational Document, indicating that the Foundational Document was a work in-progress and that the PAG founding members ultimately deciding against submitting the Foundation Document to the EB for its consideration.

Philanthropic Advisory Group (PAG) Proposal
Presented to the American Library Association Executive Board
Prepared by

Lenore England - Retired - Associate Director for Electronic Resources Management, University of Maryland University College

Rod Hersberger - Library Dean Emeritus, California State University, Bakersfield

Sheila O'Donnell - Development Director, American Library Association

John Taylor - Partner, Alexander Haas

October 10, 2018

Purpose statement

To advance the philanthropic/fundraising activities of the American Library Association, and to increase the level of external funding that supports the work of the Association. The PAG will advise and report to the ALA Executive Board on philanthropic projects and activities.

AEM Comment –Note that the manner and frequency of reporting is not specified (in a later section that I have marked *, PAG is directed to give at least one report annually to the EB). In addition, this creates an odd dynamic where PAG advises and reports to the EB but its members are approved by the F & A Committee.

The subject of PAG’s advisement and reports – “philanthropic projects and activities” – is vaguely written insofar as it is not limited to PAG’s activities or even the Development Office activity. Perhaps this was crafted in this way to allow PAG a wide range of involvement across the Association?

PAG members will work with the Development office and advise on the following activities:

- Work with the ALA Development Director and Executive Director to establish *significant philanthropic* initiatives for ALA.
- Advise on the effort to set up the processes for a substantive *investment of time and effort* to support the work of PAG.
- Work with the ALA Development Director and Executive Director establish processes that will have a *lasting value for the work* of PAG and the philanthropic culture of ALA.

AEM Comment – Note that with use of the words “establish” and “set-up” there is an implication that PAG’s main purpose is in supporting the start of these activities. Likewise, there is no requirement that PAG monitor, evaluate, or revise on an on-going basis. This carries the implication that PAG was not intended to be a permanent body and somewhat short-lived.

Also note that much effort has been made towards these activities but those efforts have not been codified or recorded. Further, there is no requirement that PAG report to the EB on its progress in these mandated areas, although such a report may be an easy way to codify and record efforts.

PAG members will establish an incubator approach to let ideas percolate and actionable strategic projects to develop as the PAG framework is put into place over time (Attachment A).

PAG responsibilities

PAG will have the following advisory responsibilities to initiate more purposeful coordination and cooperation of philanthropic activities within ALA.

- Work with the ALA Development Office to investigate the general philanthropic activities and direction of ALA development office to determine the current culture of philanthropy.
- Review current ALA philanthropic activities and directions. **AEM Comment – This appears to encompass all of ALA and is not limited to the Development Office.**
- Work with the Development Office to establish a set of strategic philanthropic initiatives.
- Lead the effort to accomplish fundraising goals of the ALA Development Office, which could include participating in direct asks for contributions, participating in donor stewardship efforts, and other opportunities. **AEM Comment – The first sentence in this section describes PAG’s responsibilities as “advisory.” However, this section’s use of the word “lead” and further discussion implies that PAG’s role is not intended to be merely advisory. These apparent contradictions may be a good jumping off point for clarification of PAG’s primary role and PAG member expectations.**
- Study the effect of the PAG strategies and evolve over time to more effective and efficient directions.

PAG Structure and Membership

The initial PAG structure and membership parameters are noted below and in the membership responsibilities document in Attachment B (membership recruiting document).

PAG Structure

Officers:

Chair, Vice-Chair, and Secretary

The Vice-Chair will assume the Chair position after two years at which time a new Vice-Chair will be elected.

The Chair can be elected to a new 2-year term as a general member upon conclusion of their term as Chair. **AEM Comment – In combination with the section immediately above, this appears to limit the Chair to a single term.**

Further note that the Chair and Vice-Chair will “be elected” although the section does not state by whom. The drafters probably meant that the officers would be elected by PAG and it would be helpful to clarify this, as well as clarify whether newly elected PAG members will take part in the vote.

Membership:

Nine members, including officers. Membership will seek to ensure diversity of experiences, ethnic and racial diversity, representation of a range of ALA division and roundtable members and will strive to include representatives from the following ALA entities: an Executive Board member, an Endowment Trustee, and a Spectrum Scholarship Alumni. The PAG will also, from the beginning, work to include other stakeholders, which could include philanthropists, foundation representatives, library trustees, or other parties interested in fundraising for ALA and its units.

AEM Comment – This contradicts the June Report, which is quoted in pertinent part, here:

Philanthropy Advisory Group

The new Philanthropy Advisory Group structure was approved by the ALA Executive Board at the October 2018 Board meeting, and 12 members were appointed by the Finance and Audit Committee at their meeting on May 13, 2019. The first meeting of the PAG will occur at Annual Conference 2019. The purpose of the PAG is to advance the philanthropic/fundraising activities of the American Library Association, and to increase the level of external funding that supports the work of the Association.

Note the contradiction between 9 and 12 members. Also note that Board members are included within the 9-member count as specified in the October Proposal. Further note that the inclusion of an Executive Board, Endowment Trustee, and a Spectrum Scholarship Alumni member are aspirational and not mandatory, that there is no use of the word “liaison” and that the Executive Board, an Endowment Trustee, and a Spectrum Scholarship Alumni members are counted within the 9.

Terms:

All terms are for two years and are renewable for four terms. However, the Vice-Chair is elected for 4 years as they assume the role of Chair after their initial 2-year term as Vice-Chair. Staggered member terms of one and/or three years will be set at the beginning of the first year of PAG.

AEM Comment – This is further evidence that the Chair is limited to a single term.

Appointments:

Similar to the Endowment Trustees, the Philanthropy Advisory Group will put out an open call for volunteers and receive an application consisting of a letter describing interest in the PAG along with a resume including reference to relevant skills. On an ongoing basis applications will go to the Development Director, who in future years will work with the PAG Chair and Co-Chair sort the applications and recommend candidates to the Finance & Audit Committee of the ALA Executive Board. This body will vote to approve the slate of members.

AEM Comment – Note mandatory language calling for an open call. Also, note that the F & A Commitment (and not the EB) is invested with authority to approve PAG members. Further, “this body” is probably best read to mean PAG, although it could be interpreted as the F & A

Committee. Lastly, the use of the word “slate” implies that a slate, and not individual members, will be presented to the F & A Committee for an up or down vote on the group as a whole.

In establishing the initial committee, applications will go to the Development Director, who will work with the ALA Executive Director to make recommendations for a slate of Committee Members to the Finance & Audit (F&A) Committee of the Executive Board.

Meetings:

Meetings will be held quarterly: Two online and two in person each year. In-person meetings will initially be tied to ALA Midwinter and Annual Conference. An official meeting can be held only when a quorum (two-thirds of all members) are present.

AEM Comment – As written here, the manner of two meetings will be “in-person.” Note that in a later section (that I have marked **) in-person meetings are not mandatory but instead are “strongly recommended.”

Meetings are to held quarterly.

Expenses must be borne by each member (and may be deductible for tax purposes). In Fiscal Year 2020, PAG will develop a funding proposal to support one in-person PAG meeting per Fiscal Year.

Membership Responsibilities:

PAG responsibilities for members are included in Attachment B, which is also a recruiting document.

PAG Reporting Relationships:

PAG will report directly to the ALA Executive Board on no less than an annual basis and receive charges from them as deemed appropriate. PAG will work closely with the ALA Development Office. The Director of the Development office will be a liaison to, and ex-officio member of, PAG and will attend all meetings. PAG will also report on their activities as needed to the ALA President and President-Elect. PAG will present their activities and strategies to other ALA groups on an ad hoc basis.

* AEM Comment – PAG is **required** to report to the EB only once a year but may report more frequently.

Estimated Timeline for Key Benchmarks:

October 2018: Present the Proposal for the PAG to the ALA Executive Board

November 2018 – January 2019: Receive Applications for the PAG

April 2019: Present Applicants to Board F&A Committee

June, 2019: First in person meeting of the PAG, discussion of organization and election of Chair & Co-Chair (voted on by the group)

AEM Comment – Note that the Chair and Co-Chair are to be elected by “*the group*” (although an earlier passage states the Chair and Vice-Chair are to be elected it does not state by whom). Also note that the second position is referred to here as “Co-Chair” but is described as “Vice-Chair” above.

September or October 2019: Online meeting of the PAG

Attachment A

Framework for organizing the Philanthropy Advisory Group (PAG) for the American Library Association (ALA)

Framework for the ALA PAG:

1. Establish approval for PAG and reporting structure within ALA.
2. Initiate PAG structure and appointments.
3. Determine annual fundraising strategies.
4. Delineate areas where volunteer resources are needed. Standard areas of work include the Annual Fund, Major Gifts, and Planned Giving. Deploy fundraising volunteers throughout ALA.
5. Assess fundraising strategies and goals and update strategic plans for the next fiscal year.

Notes about the Framework:

1. The framework elements are presented as an initial structure, in priority order, to launch the Group.
2. Each framework element will generate projects, processes, timelines, and/or procedures.
3. This work will depend on the ideas discussed and reported by the Group members.

AEM Comment – As written, and because the above elements are presented as a “framework,” there is implicit flexibility built-in as to what is required in this section.

Attachment B

Philanthropy Advisory Group (PAG) Members Responsibilities and Recruiting Document

Background Information

- There are **nine PAG members** that are selected based on a review of the qualifications provided in the online application (TBD). The Director of the ALA Development Office serves as the liaison and ex-officio member of the PAG.
- PAG members serve a two-year term, which can be renewed for subsequent two-year terms for up to four terms.
- PAG members' terms will be staggered on a rotating basis, with some members serving either one to three years initially at the beginning of the first year of PAG.
- Meetings will be held quarterly during the calendar year. PAG members must be able to attend two online meetings. It is also strongly recommended that members also attend two in person meetings. Travel expenses will not be covered, although arrangements are in process to potentially cover these in future. Nonetheless, expenses incurred are potentially tax-deductible per IRS Publication 526. **** AEM Comment – An earlier section appears to make in-person attendance mandatory; this section makes in-person attendance “strongly recommended.”**
- The PAG Chair reports to the ALA Executive Board on the projects and progress of philanthropic work for the ALA.

PAG Member Responsibilities

PAG members will work on philanthropic initiatives for the ALA. PAG is a new advisory group and in the first year will investigate and analyze the state of philanthropic work in the ALA; work towards more effectively coordinating philanthropy within ALA with the ALA Development Office, and study the impact of new goals and how to evolve more effectively over time. Members are expected to serve on a working group to fulfill work plan items set at the beginning of the year and report on their findings to PAG. All members will work to put these strategies into place as a group.

Critical Skills

- PAG members are expected to have a good working knowledge of philanthropy, either through their professional or personal activities.
- It is preferred that PAG members have at least 5 years or more years of professional experience in libraries or nonprofit management sectors.
- It is preferred that PAG members have served on various committees or working groups and are knowledgeable about completing projects for these groups.