

**AMERICAN LIBRARY ASSOCIATION
SPRING EXECUTIVE BOARD MEETING
Friday, April 8, 2022**

ALA President Patty Wong called the meeting to order in closed session at 9:00 am CT.

The board convened in open session at 9:45 am CT.

Membership Dues Adjustment & Discussion, EBD #12.31

Melissa Walling, AED ALA Offices and Member Relations, Miranda Bennett, Membership Chair & Bill Ladewski, RUSA ED presented the following updates:

- Membership counts are trending around 50,000
- As discussed in previous meetings, membership growth and recovery are slow, but ALA still has ambitious targets and committed to membership growth as outlined in the pivot plan
- Membership revenue on track, collecting about \$1 million already in FY22
- PLA had a successful conference and hope for the same at Annual to drive growth
- Activities over the last quarter:
 - Busy season for membership renewals, with more than half of our members renewing
 - Multiple recruitment campaigns
- Looking forward, thinking about membership website
- Supported the council resolution on standardizing dues and standardizing bylaws for Round Tables
- Dissolution of ASGCLA:
 - Dissolved in December of 2020, with around 800 members and many interest groups. Much of the work has been moved to RUSA
 - 67% of members were retained
 - Majority of the interest group work has continued with a few exceptions that were listed in the report
 - The Federal Forces Libraries Interest group, the Physical Delivery Interest Group, and the Accessibility Assembly: RUSA attempted to facilitate a smooth transition through many conversations with the leaders of these groups' prior six-month check-in calls with these groups
 - FAFLIG:
 - About 250 members
 - Hold five meetings
 - Recently had a virtual forum and the check-in
 - Physical Delivery Interest Group
 - 40-50 members
 - RUSA working with them over 18 months regarding concerns, including fiscal delivery and leadership
 - Now a RUSA interest group
 - Accessibility Assembly
 - Representatives of each division and a chair
 - Current assembly is made up of all new members since transition

EB Member Booker asked what the results of the 6-month check-ins were, noting that there has been some silence from ASGCLA members despite efforts to reach out. This is a concern that since the dissolution, accessibility concerns are not being addressed within ALA. ED Ladewski noted the check-ins were with leadership within the particular groups, as well as the RUSA Past President. The calls are informal check-ins. The recent check-in with the Accessibility Assembly was with the full group.

EB Member Booker reiterated that there are concerns, particularly from past ASGCLA Board Members, that the transition is leaving members who need assistance with accessibility disenfranchised and without resources in ALA. EB Member Booker additionally requested evidence that these members are getting what they need. ED Hall noted that staff can develop a strategy to do more individual reach-out, especially to individuals and former leaders who are concerned. Additionally, ALA will be hiring an Accessibility Officer in the coming months, which will also significantly help build accessibility efforts in ALA, as well as working to re-engage the lost ASGCLA members. RUSA ED Ladewski also noted that he has been keeping in touch with Carrie Banks, a past president of ASGCLA.

Chair Bennett presented the following proposal for membership dues increase:

- In 2018, ALA membership approved a routine dues increases that would tie the maximum increase to the Consumer Price Index (CPI.) Normally, CPI was running about 1 to 3%, and that correlated to dues increase of \$1-\$2. Due to inflation, CPI is not at about 7%.
- The membership committee discussed how to move forward and agreed to propose an increase of 3.6%. This means an increase of \$1-\$5, depending on membership level. Details are outlined in the document
- The rate for international members will be brought into alignment with what is now the non-salaried or in-transition rate, which will eventually become folded into the new membership model of Individual Type II category

Treasurer Farrell noted the proposal was presented and approved by BARC and F&A.

President-elect Pelayo-Lozada stressed the importance of clear communication with members about the increase and the reason behind it, perhaps directly on the invoice. Past President Jefferson noted that it should also be communicated that the CPI increase was approved by membership.

Chair Bennett moved that on the recommendation of BARC and F&A, the ALA Executive Board approves the annual increase in personal member dues for FY23 in alignment with the three-year average of the National Consumer Price Index, CPI, of 3.6%.

APPROVED the annual increase in personal member dues for FY23 in alignment with the three-year average of the National Consumer Price Index, CPI, of 3.6%.

Code of Conduct Committee: ALA Connect Commercial Posting, EBD #12.33

Melissa Walling, AED ALA Offices and Member Relations & Mary Mackay, AED Publishing & Media provided the following updates:

- For commercial postings, the recommendation is to align with industry best practice that these

postings are not allowed on the platform at all and are instead directed into channels at ALA provides. We want to make sure that posters are using things like our advertising platforms or other channels instead of providing them with a free platform on ALA Connect

- On the job posting issue, there are some associations where the best practice is to prohibit them on the platform. However, there is some perceived member value that we want to be sensitive toward
- The committee recommended that instead of having job postings in the main member community, which our members are automatically subscribed to, instead put them in a community that anyone can join. Those who are interested in this type of content can opt into that community.
- This community has been tested since February 1st for the Core member community, with some good success. Staff is monitoring the community closely since the pilot began, and it has not been enough time for consistent data, but the following are observations:
 - Jobs community is going well with a few posts every week
 - Whenever someone posts a job somewhere else, send them a standard message along with a Connect invitation for them to join the dedicated group. There has been no pushback so far
 - For Core, the more important issue is the content, and the activities are getting through better than they were since the original policy change in July
 - Trying to track the clicks out for messages to the Core members community, but it will be a few more weeks before there is good data
 - Through monitoring, ALA members community is the only one that gets consistent engagement, and that is likely going to remain the case. We should be cautious in focusing too much on one community as the percentage of engagement can be misleading
 - A Core slack channel was implemented, but there has not been engagement there
 - Communication with members on these new processes will be key

EB Member Booker asked how much staff time will be needed to do the extra monitoring of commercial posting. EB Booker stressed the importance of informing ED Hall and/or the Board if the new protocols begin to take more staff time than anticipated. AED Walling noted that several staff are already monitoring so this is not a significantly new burden.

EB Rodriques asked for clarification on creating a specific space for job postings - will this be one space for all units, or will each unit have a space for this? Additionally, the report mentions opening the space to the public, but if it is a member benefit, should it be? AED Walling noted that the recommendation would be for one community space across the whole platform. AED Walling noted that there could be more consideration of the pros and cons of whether or not to open the community to the public. AED Mackay noted that it should be a privilege of belonging to these groups. There are some non-members on the Connect platform with access to certain groups. The Board agreed that more research into the financial implications to JobList of opening these posts to the public should be discussed.

EB Rivera noted that it seems there are only handful of commercial postings, mostly from individuals on behalf of the commercial entities. Have there been efforts to reach out directly and direct them to the correct channels? AED Walling noted that is not currently done because the postings are allowed, but if

the new proposals are adopted, it will be.

AED Mackay noted that staff does keep an eye on commercial posts to reach out for potential advertisers.

EB Neal asked if ALA could put a tag at the bottom of each post in this community to point members to JobList or other advertiser channels. AED Walling noted that could be done, and staff is looking at other ways to drive eyes from those posts to JobList.

EB Schneider noted that many of these postings are aimed at specific affinity groups, so by creating one community across the platform, we are not addressing the intentions of current posting.

Past President Jefferson moved that the Board vote those commercial posts for paid programs or services are prohibited on the ALA Connect platform, EBD #12.33.1

APPROVED that commercial posts for paid programs or services are prohibited on the ALA Connect platform, EBD #12.33.1

Past President Jefferson moved ALA Executive Board to vote that job postings are restricted to a singular opt-in community on the ALA Connect platform, EBD #12.33.1

APPROVED that job postings are restricted to a singular opt-in community on the ALA Connect platform, EBD #12.33.1

The Board adjourned to attend ALA Staff Service Awards.

The Board reconvened at 1:30 pm CT

ALA Branding Working Group Update

Past President Julius C. Jefferson & President-elect Lessa Pelayo-Lozada provided the following updates:

- Working hypothesis is that library users and self-identified library lovers would be interested in a relationship with ALA
- In the last several months and continuing through June, looking at how to engage some part of the 220 million library card holders in the U.S.
- Subcommittee selected Mission Partners as the firm to help with the discovery and feasibility and a couple of surveys went out. Thinking about other models to build our brand and increase membership has been ongoing and slow and bringing in experts to help us to get to where we want to be
 - Work through the discovery, research and planning of what could become a new program that engages beyond library professionals as a kind of affinity relationship
 - Conducting a stakeholder survey, which can be shared with the Board, with questions about who ALA is, who does it serve, and what is it for
 - There is not a good analog in other professions for what we are trying to do, but Mission Partners went through a peer set audit and offered some highlights and strengths. There are aspects of our work, such as intellectual freedom and EDI, which are very applicable to a larger group of people
- This campaign is meant to take the place of “Libraries Transform” but it is not just about public

libraries

- Success of the campaign would amplify our message, raise increase engagement, and raise money for our libraries ultimately
- The next step is concept development, coming up with ideas, names, purpose statements. There will also be a community listening opportunity for greater involvement, especially from ALA leaders
- Final recommendations will come in June

Question: Will the work group collaborate with Membership on these efforts? Director Hlywak noted the group will, and that there is a representative from the Membership committee on the group.

President Wong encouraged Board members to review the report and consider ways to be involved and promote these efforts.

Director Hlywak noted that the current “Libraries Transform” campaign was launched in 2015, and it is time for a new campaign.

EB Neal asked what are the outcomes hoped for to measure success? Director Hlywak noted that numbers in terms of participants, money raised, and community buy-in.

Communications & Marketing Office (CMO) Report, EBD #12.30

CMO Director Hlywak provided the following updates:

- Currently, it is National Library Week:
 - State of Libraries report was published on Monday and contains the annual top ten most challenged books list, which is point of enormous interest this year
 - Office of Intellectual (OIF) Director Debra Caldwell-Stone talked with more than fifteen news station including PBS, Newsweek, CNN, Virginia Public Radio and WEUR in Boston
 - Fulfilled information requests from *The Atlantic*, BBC, from a publication in Netherlands and *The Guardian*, to name a few
 - Received more than 800 media mentions within the first nine hours of the release of the top ten list. ALA usually receives twelve hundred media mentions per quarter
 - Produced new PSAs which reaches three quarters of U.S. radio stations
 - Between April 3-8, the media snapshot is up 2,036 mentions resulting in promotion value rate of \$8 million
 - On the digital front, ALA and National Library Week social media included about 800,000 impressions, 33,000 engagements, and close to 3,600 clicks. National Library Week as a hashtag has been used nearly 60,000 times and on Twitter, close to 500. On Twitter on Monday, ALA was number four with National Library Week
- Other CMO activities are outlined in the report

Information Technology Report, EBD #12.32

Gina Seymour, Chair of Information Technology Advisory Committee (ITAC) Chair, & Sherri Vanyek, Director of IT provided the following updates:

- FY22 Projects updates:
 - Eight different projects are outlined in the report, and some are now entering Phase 2 and some of them are nearing completion
 - IMIS upgrade and the redesign of ALA's website are the two most prominent projects currently underway
- FY23 Projects include:
 - Website and IMIS upgrade will be ongoing

- Replacement of staff laptops
- Budge FY23 request is for a modest increase, which includes licensing fees, capital, project support, and CIO salary
- IT provides key support for the various streams outlined in the pivot plan
- Currently, IT has 5 staff members, with some consultant support. This is not nearly enough. HR has indicated that hiring more IT staff, including the CIO position, is a priority. Chair Seymour is on the search committee for that position. The goal is to fill 8-9 positions by FY23
- IT Cross Functional Team includes staff from other units to help IT with strategies and implementation
- The report contains a visual road map for goals through 2027
- The report also contains numbers for TrackIt tickets and donations but please be aware the numbers comparison is from the last full year to the current half-year mark. IT is on track to be just as busy as the previous year
- ITAC committees are outlined in the report, including providing feedback on election vendors and platforms. Chair Seymour meets with Director Vanyek weekly

EB Member Booker shared concerns that the ITAC Chair was reporting on IT staff updates and that the charge of the committee was not being addressed. The report should outline more specifically what the committee accomplishes versus its support to staff. Chair Seymour noted that it is within the charge to support the work of IT staff, but also noted difficulty in securing representation from some groups. President-elect Pelayo-Lozada noted that she has discussed with appointed incoming ITAC Chair for 2022-23 about revisiting the charge and composition of this committee to address the concerns regarding effectiveness. President Wong noted that there could be adjustments to the IT report to delineate between ITAC efforts and IT department updates.

Treasurer Farrell noted that the IT budget numbers are part of the overall preliminary budget presented later in these meetings.

EB Member Rodriques noted it would be beneficial to see more information on the website redesign, as well as ITAC's involvement, and encouraged that to be conveyed to the incoming ITAC Chair. Chair Seymour noted that this will likely be a twenty-month implementation period, and proposals are currently being considered. ITAC will be brought in on this. The project will also be a significant, required upgrade but not a total redesign. A complete redesign would be a very costly and huge project, and IT would want the new IT officer in place, as well as member input. EB Member de Campos Salles encourage efforts to include input across various units, including Round Tables.

Publishing & Media Report, EBD #12.30

Mary Mackay, AED Publishing & Media provided the following updates:

- FY22 First Quarter Results:
 - 5% below budget on revenue but 25% below budget on expenses, but that is probably due to timing
 - Four units are holding their own against their goals
 - *American Libraries* is 17% above its budgeted revenue, mainly due to JobList. February hit a high mark of \$118,826, the most in the history of JobList
 - Multiple revenue sources within the department that depend on advertisers, sponsors, licensing, book purchases, individual purchases, and registration fees for special events at conferences
- Goals, trends and opportunities:
 - Goal to achieve positive net revenue rafter all expense, including overhead
 - Face-to-face Annual conference mean tens of thousands of dollars in revenue

- opportunities
- New publications are also great opportunities, such as Booklist Reader, Prison Library Standards, RDA related titles, textbook revisions and things in graphics like the branded library cards.
- Responding to greater call for intellectual freedom related resources
- There was a special report in *American Libraries* toward a digital future in March/April, which connected with President Wong's initiative in this area.
- Several posters and bookmarks with award winning authors
- Neal Schumann has created a two-page downloadable PDF of our most recent and important Intellectual Freedom related titles
- BookList Reader: at PLA conference, there was an opportunity to see the response to a print version, and people responded positively. A print version could help attract advertisers and address digital inequities. Grant opportunities to support the printing will be pursued.
- Move to the Chicago distribution center is complete and starting to work on the e-book in particular the digital opportunities
- Some publications are adding revenue to other units
- Growth opportunity from the cross-sectional team focuses on international and public audiences as a future focus, content will seek to position ALA as a leader in EDISJ
- Looking at digital platforms for incremental revenue from existing content
- BookList just signed an agreement with Zinio to host the digital magazines on Overdrive, Scribd, Amazon and other services.
- Continuing to look at licensing opportunities from CDC and Biblio vault for e-books, but publishers have established their own digital channels
- Book sales have been stressed this year, at about 25% off revenue goal. The gap started to close in March
- Rethinking email communication to make it more impactful and intensifying the outreach to instructors for textbooks for the coming Fall season
- Pushing high demand titles to more of the niche groups in responses to needs by the book bans and intellectual freedom resources
- Working to improve ALA's data
- Challenges:
 - Uncertain economy and tight library budgets
 - Fundamentally changed markets since the pandemic
 - Global paper shortage and price hikes. In the short-term, doing short runs of our books through print on demand, but this impacts all areas of printing
 - How much custom content our advisers and sponsors are looking for, which is very time consuming
- Publishing Committee:
 - Revising the charge and rethinking composition/work of committee
 - Completed a "How to Get Published" document that is now on the ALA website
 - New onboarding document ready to share with the committee members in June
 - Suggestions for improving product awareness and feedback
 - Updating the Carnegie Whitney grant before the next round of applications
 - Sharing names and contacts of trainers, diversity offices and others we may not know about in the library ecosystem

Treasurer Farrell asked for an update on how Publishing is working with Continuing Education (CE). AED Mackay noted the first collaboration with CE had a book purchase built into the registration. There are regular meetings between CE unit and editors in Publishing to identify opportunities.

EB Booker asked what the difference in cost for print on demand is, and if there is dedicated marketing staff for Publishing. AED Mackay noted it can vary depending on the type of publication, but usually at least fifty percent more per unit. However, with large printings, we can sometimes spend more in the long run on units not sold. There is dedicated marketing staff, who are also involved in adjacent areas like sales and customer service, but an improvement in data will also be helpful.

President Wong noted that some Board Members have requested a demo of the new CE system at a future meeting.

President Wong noted that it will also be beneficial to watch JobList results given the new posting community. AED MacKay noted that Connect postings and JobList are not necessarily mutually exclusive.

Public Policy and Advocacy Office (PPA) Report, EBD #12.30

Joe Thompson, Chair of Committee on Legislation (COL) & Kathi Kromer, AED Public Policy Advocacy provided the following updates:

COL Activities:

- Hosting a committee reception at the PPA office on Friday, June 24th, from 6:30 to 8:30 pm ET during Annual Conference
- As of March of 2022, 105,000 borrowers identified for \$6.4 billion in forgiveness under the limited PFLS waiver which is set to expire October 31. COL will continue our work with the PSFL coalition and remain active on the issue of student debt forgiveness
- Budget appropriations
 - Last month, Congress completed the FY2022 budget
 - Institute of Museum and Library Services (IMLS) got an \$11 million increase, but the Library Services Technology Act (LSTA) support did not increase and remained at \$197.4 million
 - Innovative Approaches to Literacy (IAL) did receive a \$1 million increase to \$29 million
 - Most other library eligible programs received small increases
 - Last week, the President submitted his budget request for FY23
 - Includes increases for IMLS and Library of Congress, National Archives, some education programs, but it decreases a few programs, as well and calls for level funding for others
 - LSTA request is for nearly \$4 million increase to \$201 million
 - IAL request is a small \$1 million decrease to \$28 million. It does appear the Department of Education guessed at the final funding levels for some programs and admitted some things will need to be cleaned up
 - Included a proposal to create a new office of school infrastructure and sustainability within the Education Department
 - Recognition of the need for additional investments in school and library facilities
 - Chart tracking program numbers is online at [ALA.org/advocacy/library-funding](https://www.ala.org/advocacy/library-funding)
- WIOA reauthorization (Workforce Innovation and Opportunity Act of 2022) introduced in March. The reauthorization bill builds on work that ALA did to include libraries in the 2014 WIOA Act
- Working closely with Senator Reid's office to include language related to asks, as well as to library and informational literacy as foundational skills for workforce development
- Continued bicameral and bipartisan approach is needed, and COL will share updates and action alerts as we see opportunities to mobilize our advocates
- ALA is a founding partner in the Airwaves for Equity Coalition which was publicly launched in February. The New America Foundation is leading the coalition and other partners include the schools, health and libraries broadband coalition (SHLB.) It also includes Consumer Reports,

Commonsense and the Benton Institute for Broadband Society

- Implementation of the Alternative and Small Claims Enforcement Act of 2020: This refers to the new process to address copyright infringement claims of smaller magnitude. Initial regulation from the U.S. copyright office provided an opt-out for libraries but did not cover employees. ALA and other advocates provided comments and lobbied to include library employees. The final regulation was revised to include library employees.
- E-books: The Maryland law is suspended through a preliminary injunction, but ALA is working on guidance for new or revised state legislative efforts to be available in the next few months. There are active efforts in seven other states: Connecticut, Illinois, Massachusetts, Missouri, New York, Rhode Island and Tennessee
- ALA met with many state leads and other advocates at the PLA conference recently to establish more frequent coordination among advocates
- COL received a briefing on the wrap-up of the National Network Pilot Project recently. Overall, the program was successful and the participants from the pilot states of Alabama, Florida and New York reported it was valuable. There were challenges with the program, such as the pandemic, ALA's financial situation, advocates inability to separate policy from their own politics at times, and chapters may be misreading their own advocate's familiarity with the advanced advocacy initiatives. We did learn lessons and have a good playbook for when ALA is better positioned to launch and sustain a program of this type
- On state level advocacy, Chair of COL meets regularly with the chairs of Committee on Library Advocacy and Chapter Relations Committee

PPA Office Updates:

- Challenging year with ten times the usual number of bills
- Supporting OIF on the censorship issues in legislation
- Co-presented with OIF at the PLA conference on preparing for and responding to book challenges and censorship attempts, including the efforts to change local policy and enact state legislation. OIF participated as a panelist at the National League of Cities library outreach day, speaking on libraries as essential civic spaces
- Yesterday there was hearing about book bans in the House Oversight and Reform Committee and the Subcommittee on Civil Rights and Liberties. ALA provided background and submitted a letter to the committee in advance of the hearing
- On April 1, kicked off Fund Libraries campaign, which will run through April for the House May for the Senate
- ALA lost a library champion with the sudden and tragic loss of Alaska Representative Don Young last month. Thanks to coordinated outreach by ALA members in Michigan Representative Peter Meyer from district three has agreed to carry on Representative Young's legacy and will co-lead both letters, and Representative Don Bacon from Nebraska also agreed to be a co-lead
- Laid groundwork for the annual appropriations cycle at the start of March with nearly 100 targeted virtual meetings with key members of Congress. Over 100 ALA advocates, including 27 state librarians, represented thirty-seven different states participating
- Last week, launched in conjunction with National Library Week, FY23 Fund Libraries campaign. In the first week, over 1700 advocates sent over 506,000 messages to their elected officials. Please contact your member of Congress
- Libraries Build Business released their playbook in February to help improve strategies and models for other libraries to consider and adapt and released final measurement and evaluation report. Cohort convened for the first time in person at PLA and they were really excited to meet and agreed to continue to sustain this community of more than 160 members
- The forthcoming ALA Editions book, *Libraries that Build Business, Advancing Small Business and Entrepreneurship in Public Libraries* is set to be released in June
- In June, hosting an invite only workshop on broadband and digital inclusion. The workshop will

look back over the past two years about learnings from the pandemic and also look forward to strategy about how to support library applications to the NTI grant programs under the Digital Equity Act

- Members of the fourth policy cohort were named in February and they have begun to meet virtually. Eleven new members come from all library types with diverse backgrounds and policy interests from across the country. The first in-person workshop and training will take place later this month on federal funding, digital literacy, and censorship
- Mid-term elections coming this Fall. Regardless of which party controls the chamber, many new legislators will need to be educated about libraries and ALA's public policy priority next year. ALA needs to be prepared to adapt and re-prioritize in order to be successful in this new political climate

Transforming ALA Governance (TAG) Update, EBD #10.10

Amy Lappin, TAG Chair, provided the following updates:

- Written report outlines January and March Council actions regarding TAG
- On March 30, TAG convened the first meeting with Council regarding the proposed size and composition of council and the Executive Board. After these conversations, TAG will revise some recommendations
- Several constituents have indicated they would like to see more at-large councilors
- Also considering input from councilors regarding the composition of the Executive Board
- Final recommendations will be made in June, which Council can choose to adopt or not
- Working on recommendations for Council regarding the implementation of Taking ALA's Pulse (TAP), a mechanism for getting feedback from membership. There will be a conversation with council regarding TAP on May 11th at 3:00 p.m. CT
- Reviewing the action items from January and March and how some can be made into policy
- There will likely be three action items at this point:
 - Size and composition of the Council and Executive Board
 - Creation of the TAP mechanism for getting member feedback
 - Establishing an agenda committee
- TAG meets weekly and welcomes any comments, questions, ideas from Board Members, councilors or members at any time

EB Member Booker asked for more details on the agenda committee. The idea is that a committee can outline agenda items to ensure that what is coming before Council is relevant to ALA goals and strategic priorities. EB Member Booker emphasized the importance of educating Council on their power to determine the agenda and how the governance process works.

Past President Jefferson emphasized that the Executive Board would have an agenda set by the President. It can also be very difficult to get through a full agenda and that should be conveyed.

EB Member Neal noted that in the TAG session, there was a focus on geography and each state having representation. However, the role of the Nominating Committee was not discussed. Additionally, even with a large body, a small number of individuals are actively speaking out. It would be beneficial to provide a perspective and context through the various iterations of this process so that people are not lost in the process.

President-elect Pelayo-Lozada emphasized the importance of forwarding all resolutions to BARC as early as possible for review.

Conference Services Report & Discussion, EBD #12.30

Robin Kear, Conference Committee Chair & Earla Jones, Conference Services Director, provided the following updates:

Annual Conference 2022 Update:

- On February 22nd 2022, registration, marketing and promotion for the Annual Conference launched. The marketing promotion strategy formulated in conjunction with CMO is designed to engage at least 7,000 ALA members, non-members, library, public and constituents for the in-person attendee and virtual digital experience
- There will be a digital experience option for those who are unable to participate in person, with access to a curated selection of live main stage and educational sessions
- Marketing strategy includes a combination of evolving websites, segmental topical e-blasts, social media, and member press releases. Targeted outreach includes a focus to specific subgroups and collaboration with our local host planning committee and promotion partners
- As of today, paid registration is at 4,202, yielding \$1,374,212 and about 231, or 5%, are registered for the digital experience
- Total number of 4,671 is approximately 60% to goal
 - By comparison in 2019, at twelve weeks out, registration was at 59%.
 - Exhibit sales are at 71% to the target of \$1,664,012
 - Current revenue at 60% to the overall goal
- To date, four author speakers have been announced out of seven confirmed. For the past five years of in-person conferences, we typically have eight to ten speaker sessions
- Waiting for official acceptance for the Library of Congress session to be confirmed
- Thought leader sessions are under development
- Marketing team has a twelve-page marketing and promotion plan, with continued rollout of speaker announcements
- Scheduler is on target to launch on April 26th
- Provided an easy link to the sharable graphics and the promotion tool kit

Past President Jefferson asked how the attendance goal was determined and does that include virtual attendance? Conference Services Director Jones noted that the 7,000 paid attendance goal was articulated in the budget submitted in September. Like other associations, ALA is forecasting lower turnout during the pandemic and this anticipates that the Annual Conference will experience half of its usual paid attendance and one-third of its total attendance (paid and unpaid) compared to pre-COVID registrations. By comparison, Annual registration in D.C. 2019 was at 21,000, so a third would be 7,000. Virtual attendance is being factored into the 7,000 attendance goal.

Past President Jefferson asked if there is a specific number goal for virtual attendance? Director Jones noted that the break-even number for the digital experience against costs is 360. Registration is \$250 for the digital experience.

Past President Jefferson noted that some members have expressed difficulties with registration or using the scheduler. Is there dedicated staff available to respond to these members? Director Jones noted that staff is available to respond to registration issues. The scheduler will be live on April 26. EB Member de Campos Salles recommended putting language on the website that scheduler construction is underway.

Past President Jefferson asked for more details on the Library of Congress event. Director Jones noted that the Library of Congress has historically hosted an event during D.C. conferences, and ED Hall noted the planned event this year will be co-hosted the Philanthropic Advisory Group to promote 1876 Club and the Legacy Society, as well as raise the visibility of philanthropy.

LibLearnX Results:

- 2022 experience had to pivot to virtual, but it was not originally designed to do so, and comparison to past and future events is difficult
- Attendees liked the programming and conference committee is reviewing the attendee survey
- Staff survey sent to unit managers reflected concerns about the meeting gaining traction, which can take a few years
- Feedback seems to indicate that content was excellent, but it could have been announced earlier
- 2022 was limited to ALA members but could be expanded in future years
- Discussion about reaching out to members who registered but ultimately did not attend
- LLX 2023 is planned for in-person in New Orleans in 2023:
 - Thinking about the vendor model, including non-members, and how to recruit more students into the event
 - Considering governance correlation. Constitution & Bylaws and Policy Monitoring Committees have expressed concern on how to revise and include this versus Midwinter currently in policy and bylaws

Treasurer Farrell noted that for division conferences like PLA, ACRL, AASL, are there things that they are doing that might be incorporated into LibLearnX? Chair Kear noted that there are things to learn from those conferences, though they are more niche.

Office for Diversity, Literacy and Outreach Services (ODLOS) Report, EBD #12.30

Kevin Strowder, ODLOS Director, provided the following updates:

- ODLOS works to consult with members to facilitate, coordinate and train on anything related to EDI, as well as social justice and accessibility, across the communities of librarianship. This includes training and consulting, which is line with pivot strategy goals
- Pivot strategy:
 - Discussions across the EDI cross functional team around leveraging talent within ALA to prepare those folks to speak about their own individual work in a way that is equitable, diverse and inclusive
 - CE has become major factor of the office
 - Unit goal is to strengthen the value proposition of ALA as a leading provider for CE on EDI. The demand for CE remains high, virtually and as in-person returns, and ODLOS is reaching capacity as staff in terms of executing the CE. ODLOS is connecting folks to our EDI Speakers Bureau, which is like a clearing house for EDI experts
 - Internally, working on developing a plan around building a train-the-trainer model with the first cohort starting in late summer. This will increase revenue around CE but also provide other opportunities for stakeholders to volunteer
 - Offer hybrid models with CE sessions
- First ever Disability Inclusion Institute happening May 3-4 & 24-25. This is an opportunity for all ALA staff and additional constituents to participate in this two-day, six-hour training facilitated by our consultant, Access Living, which is a disability led and run organization.
- An Accessibility Officer position will be funded by the Mellon Foundation, in addition to the Libraries Transforming Communities grants, for at least the next few years. That role has been officially advertised for interested applicants, with intentional language in the posting through consultation with Access Learning and ALA Accessibility Assembly, staff and leadership
- Challenges and Changes within specific groups:
 - Universal Access Group, which transitioned from ASCGLA to ODLOS, will be directly tied to the Accessibility Officer

- Consumer Health Information Library, Tribal Librarians Interest Group and the Universal Access Group all looking at low engagement. ODLOs is working with governance regarding next steps regarding the second two groups
- Council approved the Coretta Scott King Book Awards Round Table in January
- Spectrum program
 - 94% retention rate
 - Distributed all funds for our 80 scholars this past year
 - Excited to welcome scholars from the previous cohorts, 2019, 2020 and 2021 to Annual this year
 - Looking at close to 175 scholarships already submitted to attend Spectrum Leadership Institute.
 - 200+ applications through the scholarship clearing house. Jury is reviewing 180 applications and hope to select 60 scholars and 10 alternates for FY23
 - 100% renewal rate for our FY22 sponsorships to support the FY23 cohort, along with a few new sponsors
 - Doctoral fellowship program: eight fellows will be selected by April 15th. Five partner schools across the country are serving as advisers in the interview and selection process, as well as housing and providing financial support to a fellow
 - After vetting, still only able to support about 30% of viable applicants. ODLOS Advisory Committee, current scholars, and the staff of ODLOS are considering untapped revenue streams or sponsorships
- Additional activities:
 - ALA working group to condemn White Supremacy and Fascism
 - Past President Jefferson who has been advising the group
 - Able to meet and talk through what it looked like to address some of these resolutions that are in place through existing committees and work
 - Leverage time at Annual to draw more folks into the room and conversation
 - Building our cultural proficiencies for racial equity framework. This was developed with ALA and ACRL and is a joint initiative to provide a framework for addressing this within library spaces. It is currently in the revision stage right now
 - Ready to launch diversity counts and retention study. An RFP will go out next week and hope to shortlist applicants by late May. The goal is to complete both quantitative and qualitative study by the end of October
 - Revision to the 2017 Standards and Guidelines for Service with the Library of Congress Network of Libraries Serving the Blind and Physically Handicapped. ALA participated in 2017 and our working committee is excited to do the work again.
 - ODLOS Advisory Committee: Developed a request to change the committee structure due to leadership capacity, member engagement, and support of the EDI Assembly

EB Member Booker asked for clarification regarding the recommendations for next steps for the former ASGCLA interest groups in regard to keeping up engagement. Director Strowder noted ODLOS consulted with governance on next steps regarding how to address the concerns of the interest groups because it was unclear where to go after the dissolution of ASGCLA. It is difficult to say what has caused the under engagement for some groups, but it could be due to misalignment or lack of clarity on some groups' charges.

President Wong noted that it seems that literacy is getting lost amongst the efforts of ODLOS. Director Strowder noted that there has been an increase in recent years around the efforts to improve diversity, but literacy has not been lost. Much work is happening within the Literacy Assembly and the Committee on Literacy. ODLOS is also in the process of hiring a literacy consultant with allocated presidential funds.

In addition, Ken Bigger is the Senior Fellow for the Center of the Future of Libraries is now on staff and working the Barbara Bush Foundation for Family Literacy.

EB Neal asked if the current amount of \$6,500 is enough funding for the Spectrum Scholar program, as it has been at that rate for a long time. Director Strowder noted it is \$8,500 now. It was briefly decreased per virtual participation but has returned to that amount. Director Strowder also noted that the 94% retention rate includes individuals who make have taken a gap but not necessarily left programs altogether.

The Board adjourned into closed session.

**AMERICAN LIBRARY ASSOCIATION
SPRING EXECUTIVE BOARD MEETING
Saturday, April 9, 2022**

President Wong reconvened the Board at 9:00 am CT.

Report out from Executive Committee

President Wong provided the following updates:

- Considering securing an ALA lawyer to help support members
- Received support from Mellon Foundation to support the Center for the Future of Libraries
- Consideration of accreditation including EDISJ in LIS curriculum, recruitment, and retention of faculty and survey
- Executive Board conference talking points can be regularly distributed to Council, as well as our liaisons
- Discussed Board's role in pivot plan and if it requires formal approval from Council. Council approves ALA Strategic Plan and adopts budget and priorities that implies approval of the pivot plan. The Board needs to be clear about the process, however.
- By 2024, need to be working on the strategic plan again
- ALA moved to platinum status on April 5 on Guidestar
- Plans to create a task force that would focus on election and campaign clarifications
- For the 150th anniversary, there will be interviews of past presidents to help capture ALA's history

ALA Division Executive Director Updates & Discussion

United for Libraries

Charity Tyler, United President, Beth Nawalinski, United ED provided the following updates:

- Membership has corporate partners, library trustees, different categories with statewide access versus personal members
- Learning Live monthly webinars offered live or on-demand for topics such as intellectual freedom, book bans, governance, how to recruit volunteer board members, how to manage volunteers, and fundraising
- On June 1, will offer Board Source, a widely known and usually a subscription required resource that provides templates, policies, white papers, etc to United for Libraries personal members
- Using ALA Connect is also a benefit for United members to connect with peers

- Focused on our governance and committees
 - Over the last several years, looking to ensure a diversity of membership and working on board recruitment
 - Restructuring committees, specifically incorporating a Membership Committee and a Leadership Development Committee. The Leadership Development Committee has created an onboarding process for Board members and a leadership pipeline
- Pat Schulman was made a lifetime member and sits on the Board
- Jack Neil Funds being used for advocacy and to provide free programs and resources for the Intellectual Freedom Task Force
- Lost a staff member at the end of 2021 and will be refilling that position in the Fall
- Looking at strategic priorities as an organization
- Financial performance:
 - FY21 realized funds from PPP, but even without, would have been positive at \$55K
 - For FY22, tracking ahead of budget
 - FY23 is part of the preliminary budget presented
 - e-learning includes the statewide trustee training that individual libraries purchase
 - Hosting a virtual event that started during pandemic, which is a free registration per member. In the first year, we made about \$2,000 and second year made \$26,000, and it is becoming an important revenue source
 - Books for Babies Program has been steadily decreasing and will be sunsetted, while just maintaining products in the store
- A member team is doing a resource audit and gap analysis of all resources and material
- Revamping awards, with a new minimum sponsorship and multi-year commitment per award
- Working with membership office on raising personal dues and relooking at our organizational membership
 - Group memberships are a remnant of legacy groups. They are very complicated and require significant staff time both in MRS and in United. The Board will vote in May to immediately cease bringing on new group members and provide personal memberships with service add-ons
 - Later, statewide memberships will transition to just the training package
 - For groups that do not opt in for personal membership, they can purchase just a training package
- Goals:
 - In the process of reconfiguring communication marketing plan
 - Third virtual conference coming up and hope that continues to grow
 - Working with some state libraries. Some states have a lower-level engagement. There are very successful partnerships, and some have no other connections to ALA
 - President's Program at Annual Conference will focus on fighting censorship
 - Pre-conference at Annual, which will be a recruiting opportunity to provide education to the population at large on the benefits of our membership
 - "Making the Case for Your Library and Creating a Community of Champions" effort is something we have been working towards for a few years now and more is coming
 - With Office for Intellectual Freedom, doing a first amendment audit in May that is free for the state partners as a value-add. It is also free for Intellectual Freedom Round Table

Question: Is the lifetime member who sits on the Board a voting member or elected by the Division? ED Nawalinski noted the member is a voting member, but involvement is typically just in the area of

advocacy. President Tyler also emphasized that it is important to involve members with the capacity to leave planned gifts.

Young Adult Library Services Association (YALSA)

Kelly Czarnecki, YALSA President & LaMoya Burks, Interim YALSA ED provided the following updates:

- YALSA Board meets regularly and is focused on diversity. YALSA's Executive Board is 6 members and full board is 19.
- Strategic goals and priorities:
 - Special emphasis on pivot strategy
 - Membership again saw improvement, with plans to do an analysis of past membership material, as well as working on cross-functional team building with the ALA membership team
 - Working on improvements to internal communication for staff and the board collectively. Also working on developing editorial calendar, messaging tactics, and performance indicators
 - Continue to evaluate current sponsors while seeking new ones, and continue to develop relationships and publishing efforts to help revenue
 - Site visits are ongoing
 - Publishing Goal for 2023 is to have all publishing confirmed and on track
 - Continuing Education: establishing, alongside ED Hall, what is necessary for the division as it relates to focus areas such as health, educational persistence, livable wage attainment, reading and digital literacy, and incarceration
 - Contributed revenue: seek to replicate 2022
 - Revenue from symposium membership dues totals \$600,000
 - Developing membership seals, products, and services
- 142 new members from January through March
- YALSA has the lowest membership dues rate at \$27 and working very closely with the finance team and membership team to determine improvements for the best outcomes
- Endowment fund portfolio continues to perform well
- Total of 5 grant proposals valued at approximately \$10,000 on the table
- Roadmap of CE development: looking at possibly a year out and will conduct a survey

Question: Please speak more to what your goals around membership. President Czarnecki noted that members were surveyed in 2021 to come up with a strategic plan. ED Burks noted that she attended PLA and had conversations with potential members about what they seek. Additionally, there could be future focus groups or surveys, as well as breaking down monthly membership for more information.

Treasurer Farrell noted that revenue from seals and awards is significant, but they also require a lot of staff time and as well as standard protection. The Board should discuss how to best move forward with this in the future.

Core: Leadership Infrastructure Futures

Lindsay Cronk, Core President & Kerry Ward, Core ED provided the following updates:

- As a division, only about a year and a half old, as a compilation of three old divisions - ALCTS, LITA and LLAMA.
 - Positive changes in year two
 - In year one, collapsed entire divisions into sections and that was a more difficult

- structural change than anticipated
- Interest groups have been a bright spot with lots of engagement
- At the Committee level, year one had some difficulties, which was not limited to Core. Some of the division level committees did not start really engaging until this year
- Communications and marketing group is more involved this year
- In the midst of committee appointments right now, with more than 400 volunteers in the database
- Membership has been challenging, losing almost 1,000 members in the first year. Each of the previous three divisions was losing about 5% of the members per year, which continues in Core
- Looking at data and working with membership department to recruit and engage. Over 80% of loss are people that also left ALA completely. 15% are still in ALA but have dropped Core. That group is receiving target messages
- Every single member of Core will get a direct message from staff as a check-in. Member feedback has indicated that many feel the new division is too layered, and some groups are feeling lost in the structure. There will be significant work in FY22 and FY23 to address this
- Declined in staff numbers but hiring new positions, which will help Core to look at new markets, advocacy, intellectual freedom, and EDISJ.
- Finances:
 - In FY21, planned for loss of about \$30,000 and that was exceeded, but PPP helped offset that
 - FY22 is tracking much less loss
 - FY23 budget should be break-even
 - Working to get publications, as well as donations/sponsorships, going
 - There will be 6 conferences this year, which will be an advantage
 - About 45% of revenue coming from membership and then another 40% from CEs, so there is significant work to do in diversifying revenue
 - With a full staff on board, there will be more focus on sales, revenue, and growth
 - 40 new members in the last two weeks, but seeing some decrease in membership and engagement with webinars, which have been significant source of revenue
- Key programs for Preservation Week are coming up, and there will be significant programming at Annual Conference.
- The Core Forum is going forward in Salt Lake City, and save-the-date will be released on Monday
- 84 courses in the new LMS right now through CE department
- Interest group week was a highlight, with almost 2,700 unique individuals signing up for over close to 8,000 sessions
- Library Resources & Technical Services (LRTS) is going open access this year, and all three journals then will be open access on the Core Leadership Institute. There will also be some reassessment of the institute and what that will look like and incorporating EDI
- Libraries are Radical campaign went well
- A lesson learned is two emerging key personas within our membership: one, a more traditional volunteer who wants meetings and networking opportunities for their CVs, and a second prefers hybrid delivery as a piece of inclusion, online engagement the most, and social media leadership in particular from ALA
- Member-driven initiatives in Core could be models for the rest of the organization including best practices for academic interviews group
- Another pilot partnership with OCLC to extend Sandbox access to their World Share Management (WMS) system, which came directly from feedback from members that they did

- not have the opportunity to gain qualifications listed for early career job postings
- Hearing feedback that the cost of ALA is a barrier, but as library directors are looking for ways to be competitive in hiring when budgets for personnel are limited, we believe institutional memberships that provide individual memberships could be a solution
- Encourage coordinated effort to harness the power of library social media and an explicitly trauma-informed approach to whatever comes next for ALA and Core

Question: What percentage of staff time is dedicated to membership and is it enough? ED Ward noted that it is probably one FTE at 100%, with support from two other staff, and that while more staff would always be helpful, now that the department is fully staffed, we should see results.

Association for Library Service to Children (ALSC)

Lucia Martinez Gonzalez, ALSC & President, Alena Rivers, ALSC ED provided the following updates:

- Strategic plan for 2020-2023 provides the framework that directs work and investments to meet the needs of members. Vision is members of ALSC engage communities to build a healthy successful future for all children
- Pivot strategy alignment in continuing education, membership, publications
- Board conducts monthly virtual meetings and will meet in person at Annual, as well as conducting asynchronous email discussions.
- 8 staff members at full capacity, while currently at 5 full time and 1 part time
- Pivot strategy goals
 - Membership: working to increase our membership and would like to see a minimum of 3% increase. Membership has been on decline. For whatever reason, a lot of individuals are not members and are interested in CE, so there has been some concerted effort to connect with those individuals
 - Emerging leader project dedicated to connecting to students to find out what draws them to membership
 - Publishing:
 - Developing from product lines and working with the ALA shop to produce new products
 - Strong sales of 100th Anniversary of the Newberry and connected products
 - This summer, a practitioner's guide will be released that is purposefully tied to the Newberry 100 years
 - Continuing Education:
 - Looking to finally raise CE, with strong interest in virtual opportunities.
 - Upcoming is risk evaluation seminar, which is a purposefully small cohort working together over a day
- Membership: In recent years, closer to 4000, which reflects a decrease, but there are opportunities to engage through targeted outreach, especially on CE
- Making sure that members are able to access the information that they need to in a quick and more user-friendly format, so overhauling the ALSC membership page to highlight the value and opportunities for engagement
- Major revenue sources:
 - Award seal sales and licensing, including Newberry, Caldecott, Odyssey, among 9 book and media awards
 - 3,500+ members attending CE programs and webinars
 - ALSC Institute in October, which will be virtual

- Publications
- 'Children and Libraries' is major serial service to members
- Contributed revenue:
 - Endowments support many programs that otherwise could not happen
 - Friends of ALSC fund scholarships, activities and programs, as well as Children in Crisis Program
- Seals are a compounding entity, and it is one the fastest growing opportunities around the seals, especially in nonfiction
- Challenges:
 - Inflation and supply chain issues. This past fall, it was challenging to connect with publishers to ensure delivery of seals after the Youth Media Awards
 - Book challenge and censorship is a huge issue, and while it is disheartening to see, it does bring attention to many books
 - Strong monitoring of digital images use
 - Adjusting and aligning to new LMS system for CE
 - Sales lagging in advertisements, so looking for new opportunities to share our seals.
- FY22 netting \$111,000
- While there has been some decline in membership, seal sales and CE are offsetting that
- FY23 budget: recognize the need to accommodate or replicate more challenges in delivering the seals, as well as recognizing the balance in virtual and inclusive CE experiences
- programs and initiatives:
 - Emerging Leaders is welcoming and engaging students in ALSC and children's services with planned activities to integrate and create a new generation of librarians.
 - Children's Book Day (Día) is a celebration of children every day and children and families and reading on April 30. The celebration emphasizes the importance of diverse books for children of all linguistic and cultural backgrounds. It has free program downloads and book lists that are available each year to support programming and events.
 - Newbery Practitioner's Guide is an ALA Editions in ALSC and features an in-depth look at the Newbery Award and addressing the purpose and place of American literature for children. It includes practical guidance for library professionals serving youth and families in the public library and school settings. The publication is available for preorder in the ALSC store
 - In FY21, ALSC received the National Leadership Award Grant from IMLS for the area of Community Catalyst and planned a one-day national forum attended by representatives from 12 children's museums and up to 24 partnering organizations to distill a set of best practices for their work serving immigrants and refugees
 - Virtual Bill Morris seminar, which is a signature event for ALSC, This past February, instead of one weekend of learning experience, it was divided into four weeks of virtual seminar attendance
 - 2022 Newbery Coffee Klatch continued the momentum created by the Newbery Award announcement with author conversations, which was well attended
 - Learning: Beyond 21st Century and Out-of-School Programs for Youth Toolkit was created by a taskforce in support of research-based information for librarians everywhere and for practitioners to advocate for children's librarianship to create STEM-based programming

Dr Maria Taesil Hudson McCauley, PLA President elect & Mary Davis Fournier, PLA ED provided the following updates:

- Written PLA update will be provided to the Board after the meeting
- Portfolio of work has included advocacy on intellectual freedom, e-books, and the mission of access, hope, and opportunity that our public libraries offer
- Successful recent PLA conference, which will contribute to PLA's revenue and strengthen membership growth and retention goals
- Efforts by the EDISJ committee on our CE build out and EDI learning within the Board
- Work that lies ahead includes continued advocacy, welcoming members to help them on their path, helping with ideation by the Executive Board to attract diverse members, leadership development, and continuing equity, diversity, and antiracism work
- Recent meaningful collaboration between Executive Board and the PLA Board was the Asian American and Pacific Islander Leader Panel at PLA
- 12.5 FTE, with half of staff supported by grant funds. In the process of hiring new positions to almost fully staffed level.
- In order to support our two-year cycle of activities, staff is multifunctional and works across PLA's revenue streams to produce results
- Strategic plan has five main areas of focus: transformation, leadership, advocacy, EDISJ and organizational excellence. The plan lends clarity to budgeting and initiative development, fitting within the larger ALA strategy, and all impact streams described in the pivot plan
- Membership:
 - Conference years result in membership bump
 - Membership increased in the past couple of months by 900 members, for an unaudited total of 8,707. The increase is proportionate to past conference year bumps, but membership is still lagging behind pre-pandemic numbers
 - Would like to see membership less of a swing during conference and non-conference years. A possible innovation that might address includes two-year renewals for members
 - Membership Advisory Group continues to do very hands-on welcome work
 - Adding a communications associate to help with member engagement and communications, including launching a new membership campaign and working with ALA Membership to coordinate messaging
- FY22 budget will be played out during Quarter 2 and 3, as the bulk of our revenue is related to our recent biannual conference
- Contributed income largely in the form of grants has already surpassed FY22 goal at just above \$5 million target, which support more than half the staff
- On track to meet our conference revenue projections, but incurred many unprecedented and unanticipated pandemic-related expenses, so there will be a much clearer financial picture in coming quarters
- PLA conference was a bellwether of recovery for the important decisions that ALA leadership contemplates for Annual Conference
 - Registration exceeded targeted 3,500. However, exhibitors were less than half of our 2020 conference numbers
 - Virtual conference exceeded all previous virtual conferences and will cultivate this as a new market
 - The conference frames the two-year budgeting cycle and how to look at the pivot plan during that cycle. PLA's conference revenue stream is active only during conference

years

- FY21 and FY22 continue to be atypical in revenue and forecasting ability is very limited during this time
- Anticipate that revenue generation will expand for PLA, especially in newer revenue areas such as CE sales, revenue sharing, licensing agreements, data subscriptions, and contributed revenue
- Encourage Board members look at the new benchmark platform that rolled out.
- Social justice for public libraries equity work has started
- Free digitallearn.org platform rolled out with many updates at the conference

American Association of School Librarians (AASL)

Jennisen Lucas, AASL President & Sylvia Norton, AASL ED provided the following updates:

- Currently School Library Month and telling our story in many ways this month via trivia, personal stories on social media, sharing our message with conferences, and personal encounters
- AASL sits at the crossroads of library and education policy, and because of this, faces competition from many education organizations. There is an uphill battle for membership growth and retention, but AASL is the only national association solely for school librarians
 - 5,169 personal members as of December 2021, which is down a bit since 2020
 - Members are frequently paying dues out of their own pockets, as there is not a budget item in organizations to help pay
 - A goal is to possibly reorganize with AASL chapters as paid organizational members. Chapters do not always include the AASL state chapters
 - Challenge of the Great Resignation in education, and school librarians are not immune to that. Adding on the issue of book-banning with 44% of bans going through school libraries, the school librarian is often uniquely the only person in a building dealing with intellectual freedom issues
 - 66% of AASL members join ALA to be part of AASL and are not part of any other divisions. 33% of our membership that are also members of YALSA or ALSC
- Monthly town hall meetings are open and very successful
- A majority of chapter assemblies are not ALA chapters, so working to connect those groups
 - There is a restructured grassroots organization for the chapter assembly, which has become very involved
 - Working on how to attract more chapter members, as there are 30,000 potential members
 - Chapters assembly has been meeting virtually every other month to discuss challenges and difficulties in their various states, then brings resolutions to AASL board and submit commendations for organizations that are supporting literacy and school libraries
- In 2019, AASL looked at how committees work, staff capacity, and board structure. There were significant changes to the bylaws and structure, with a smaller 9-member competency based board that increased engagement
- In October, the AASL board met in person right before the AASL national conference and meet virtually every month, as well as engaging frequently through email and Connect
- Redesigning an editor position to include publications and professional development
- Budgeting a contracted position to be meeting manager, who will be part-time just to do the logistics of conference planning
- Conference is in the fall, and budget is structured so that many things fall into that October-December for both revenue and expenses
- The conference was a success. While there might not have been high attendance, those who

were present provided incredible feedback. Financials were also a reflection of the liabilities from the site contract made in 2015

- Pokémon Club is going well and that relationship has helped AASL to bring in significant contributions
- Strategic plan is built around three separate goals: leadership activation, education policy, and research
- Increased issues with intellectual freedom and book censorship have provided a unique opportunity to start talking more with educators, education policymakers, and people in our community about what it is that school librarians do
- Part of strategic plan is that President, President-elect, or Past President travel between all chapter conferences so that they have on the ground conversations with national leadership

Association of College & Research Libraries (ACRL)

Julie Ann Garrison ACRL President & Robert (Jay) Malone, ACRL ED provided the following updates:

- 8,000+ members, many of whom volunteer their time. Personal memberships are 8076 and organizational is 553. The drop in membership in ACRL November FY20 and FY21 was 11.08% and drop in FY22 was 4.05%. While FY22 was still a decline, it was not the continued steep drop
- Four goal areas: scholarly communication, student learning and information literacy, communicating the value of academic libraries, and understanding the role of the changing landscapes in academic libraries.
- In January, discussed core commitment to EDISJ, which was added to plan for excellence in 2018 and elevated that work as a goal area. Will devote money to these effort and recruited member leaders into positions on the board
- Looking at compensation for member effort and ways to be more equitable
- Looking at our awards structures
- Looking at overarching Plan For Excellence to determine if/when it needs to be revised
- Short-term priorities include improving communication to the membership as value added and EDI
- 13-member Board, and ACRL conducts strategic planning orientation sessions (SPOS) to onboard leaders
- Invest heavily in chapters, committees and sections
- Finances
 - Use two-year financial projections to compare conference years to conference years
 - In 2019, membership income was heavy, followed by a decline, but in 2023, hoping to see some recovery
 - Publications has been steady.
 - In 2021, the income was off because of pivot to virtual meeting, but expenses were also lower
 - Quarter 1 of FY22 looks good, with both Choice and ACRL under budget and under expenses
 - 49% of ACRL members have been members from 1-5 years. Will track the percentage of people that have been members for longer than 5 years to roll into a hybrid conference
 - Revenue goals for the rare books and manuscript section should be met, and there will be a virtual conference this year
- Programs and initiatives:
 - EDI is a goal area and core commitment and looking at bylaws and policies to embed it into structure

- Information Literacy & Researchers in the Environment and Changing Landscapes
- JobList has seen record sales, which is mostly due to many open positions.

Reference & User Services Association (RUSA)

Cynthia Johnson RUSA President-elect & Bill Ladewski, RUSA ED provided the following updates:

- An important aspect of RUSA is sections, which reflect a broad range of user services in libraries
- Strategic goals:
 - Increase RUSA membership by 1% per year, through increased visibility of RUSA work, targeting outreach to non-members, and focusing on recruitment and retention measures, especially amongst students
 - Increase continuing education revenue by 2% per year by creating a RUSA essentials bundle and increasing CE programming, collaborations, partnerships and sponsors
- Total of 2579 members. Since June, on track to meet increase goals
- Created a RUSA membership recruitment and retention task force, which is doing analysis of the statistics on membership data and seeing overlap not just with ACRL and PLA but also with divisions folded into Core
- Healthy student membership group, as well as some interesting members and groups
- Finances:
 - Currently in year two of three-year business strategy to stabilize finances after multiple-year deficit
 - FY22 is coming in positive, with budget highlights showing CE at 20% growth from FY21 to FY22 and expense reduction of 20% from FY21 to FY22
 - Started the pivot strategy in FY21 and implemented improvements in FY22 budget
 - FY23 budget also forecasted to be in the black with a four-figure net
 - Major revenue sources are membership and CE comprising 84% of the total revenue. Part of the three-year business strategy is to develop new revenue streams
 - Another trend is declining membership. RUSA had a 10-year declining membership, but in the last year, there has been some growth
- Programs and initiatives:
 - RUSA Virtual Forum was a new initiative with a goal to break-even but actually made money, so there are plans to make than an annual event
 - Developed many guidelines and did a major overhaul of the definition of reference in 2021
 - Currently working on a new draft of the RUSA Guidelines for Behavioral Performance of Reference and Information Service Providers using an EDI lens and adding a new section with some ideas about one-on-one services
 - Membership recruitment and retention task force will present at the RUSA Forum and distributed a survey to all of ALA through Connect about what RUSA members find valuable and why non-RUSA members do not join
 - Carnegie Medals for Excellence in fiction and non-fiction and RUSA achievement awards are ongoing
 - 13 online learning programs completed

Executive Director Report, EBD #12.30

ALA Executive Director Hall provided the following updates:

- Literacy is at the core of librarianship, with 1 out of 5 adults considered to have a very low level of literacy, and as Northwestern University recently found last month in the *Journal of the*

American Medical Association, that low levels of literacy have been shown to increase mortality by 5%

- The newest impact stream, Data, Research and Design (DRD) is housed in the Center for the Future of Libraries with two fellows funded by Mellon grant funds. Dr. Ken Bigger, the first fellow, has great capacity to uplift ALA's ongoing work in literacy
- Attended Beyond Books, which is now called Scaled Lit, and ALA presented award to a literacy instructor, Kathy Alison, who has had tremendous impact the Chicagoland area

Continuing Education (CE) Report

Dan Freeman, Continuing Education Director, provided the following updates:

- CE unit formed officially at the beginning of FY22 in order to coordinate CE at ALA-wide level and to provide a synergy in new product development and standardization
- CE unit does have its own revenue stream, but while the unit helps facilitate CE in other units, the CE created in those units is not part of the CE unit budget
- Built a new ALA CE website with all of ALA's content in one place where it is marketed, cataloged and executed. Response to the site is very positive, internally and externally
- Content and access to experts is the industry standard
- Concerns with the CE Market:
 - Proliferation of free content
 - Economy and political instability and library budgets affected by economic downturn
 - Competitors in the marketplace, and ALA shares both instructors and content areas with those
- Revenue budgeting in FY23 at a slight increase at \$680,000 in total sales, which does not reflect additional CE billing at the office and division level. \$600,000 in individual sales, which is a decrease from FY22 because predicting a big increase in bulk sales. Overhead is the same for individual versus bulk sales.
- Formed partnerships with several states, including California, which was a big get
- Budgeting \$15,000 in sponsorship revenue in FY23 for a partnership with *American Libraries* for the revival of the slide series
- Expense overview:
 - For FY23, budgeting \$656,000 in expenses, which provides a \$30,000 net. Some of the net is due to about \$60,000 in projected expenses that did not go away but were shifted to IT
 - Budgeting \$150,000 for development, including web development, and possibly new physical equipment for hybrid events or other types of technologies to accommodate new initiatives
- Two FTEs and do not anticipate any staff changes in 2023
- Working very closely with the CE cross-functional team and other ALA stakeholder groups
- Increased focus on EDISJ, which is good mission practice and good business practice, with work on antiracist storytelling and reaching out to incarcerated populations
- Starting to focus on the broader marketplace, both domestically and internationally and working to build external partnerships that have financial benefit, such as with the Music Library Association
- Beginning to collaborate with the Round Tables and working on commercial proposal for collaboration with paid events that will leverage the expertise in Round Tables

- Working towards all-inclusive learning, which is a membership package that provides a certain amount of eLearning
- Able to sell conference recordings
- CE unit does support ALA logistically and financially in ways that are not directly reflected in our budget:
 - New site providing increased exposure
 - Involved with events to drive membership, including a special ALA special access series which is a free webinar series for members
 - Increase staff efficiency in all units involved in eLearning
 - Customer Service team says new site has been a game changer with processes that used to take significant time are now automated
- New CE site URL is: eLearning.ALA.org

EB Member Neal asked if the goal is the ALA member login will work with the CE site login. Director Freeman noted that the CE site is integrated through ALA's single sign-in and individuals can use their ALA member ID to login.

Development/ Contributed Revenue Report, EBD #6.2

Anne Manly, Development Office Assistant Director, provided the following updates:

- Development Office has two FTEs, as well as the support of ED Hall as Interim Director of Development. The work of the office includes processing donations and support of fund-raising efforts for ALL units, as well as to foster internal and external relationships, and to create a culture of philanthropy.
- Contributed income goal this year of \$3,085,000, and currently at \$2,164,000 or about 70% of our goal
- Developed relationships with new funders this year
- Through the FreeWill platform that allows people create wills online and bequeaths, around \$250,000 raised, which is a great return on \$10,000 investment, as well as additional gifts that may come from those individuals in other areas
- Processed 300 donor letters, close to 500 gift adjustments and over 700 gift entries
- Library Champions seeing slight increase with 25 currently, which is good as it was expected that ALA might lose some
- Overdrive who has been lead library champion for year, and they renewed their position as lead library champion with increased support over 10% from last year
- Added two new library champions, Sinking Ship Entertainment and the *New York Times*
- Work closely with the Philanthropic Advisory Group, which has been focused on programming. They had a session at LibLearnX and plan for an event at Annual, possibly at the Library of Congress, though it is not yet confirmed
- Giving Tuesday raised over \$30,000, which was \$10,000 more than last year. The Spectrum Scholars program received most donations for Giving Tuesday
- Received platinum status for Guidestar and only 5% of nonprofits have gold status or higher

EB Member Book asked with ED Hall serving as Director of Development, what is the plan to address that? ED Hall noted that AD Manly oversees the day-to-day operations of the unit, but the plan is to begin recruiting a Director of Institutional Advancement at the end of FY23

Equity, Diversity, Including & Social Justice (EDISJ) Updates

Updates were provided yesterday on ODLOS activities.

President Wong noted that the Workgroup to End White Supremacy and Fascism Co-chairs had been in contact with some Board members about looking at the work of the committee. Past President Jefferson noted that the committee is moving forward and doing strong work.

ED Hall provided an update on the timeline and the goals for key operational initiatives around EDISJ:

- Five areas identified by the EDI scorecard will be implemented by the end of FY23
- Required EDISJ training for staff
- Budgeting and pivot plan include EDISJ, and new data and research practices will include EDI through the work of the new fellows.
- Committee on Accreditation is including EDISJ into the LIS-wide survey, which went out last week. The survey is broken out into open comment form for feedback on revisions of the 2015 standard, as well as reflecting that EDI is built into the revision as an improvement

Operating Agreement Workgroup (OAWG) Discussion, EBD #10.9

Maggie Farrell & Andrew Pace, Co-chairs OAWG provided the following updates:

- More information and details are available in the report, but today's focus will be to seek feedback on the OAWG proposal to remove the overhead rate from Divisions
- Round Tables do not pay an overhead, but 10% of their membership dues supports
- This will not eliminate the revenue, but rather it will be an internal overhead accounting exchange at about \$2 million for divisions. Overhead pays for central services like HR and IT, and supports member value services, such as OIF and PPA

EB Member Neal emphasized the need to hear more from ED Hall on overall perspective and how ALA will track accountability over time, as well as assuring that the support systems in ALA will be at the necessary level to support Divisions. Past President Jefferson agreed that a fuller picture of implementation and staffing is necessary.

Co-Chair Pace noted that OAWG, as part of its recommendation, will bring rewording of policy that impacts some of the current overhead practices.

EB Member Booker noted that if ALA is providing the support and infrastructure, that costs money, and how will eliminating overhead address that. Additionally, if this removes incentives for Divisions to earn revenue.

The Board discussed the proposal and implementation process. The impact on budgeting would be like examples of budgeting processes in other organizations, such as an overarching body, like a county or university, which provides a budget versus an individual library managing its own budget.

Division feedback via PBA and other means seems to indicate an interest in moving this forward. The change would be implemented in FY24, and OAWG will likely recommend another group look at the actual implementation steps. The Board agreed that a more tangible outline from staff on what would

be required to implement would be beneficial, or possibly a mock budget process for the upcoming year.

Budget Analysis Review Committee (BARC) Report, EBD #3.23

Rodney Lippard, BARC Chair, provided the following updates:

- Joint meeting with F&A Committee on April 5&6
- Two actions: approved the annual increase in personal member dues for FY23 in alignment of three-year average of the national CPI of 3.6% and approved preliminary FY23 budget
- Also discussed BARC liaison program and connecting with Divisions EDs about the impact of BARC liaison
- Outlined the 2022 Annual conference meeting schedule and discussed our FY22 goals
- Discussed Transforming ALA Governance (TAG) task force. There are some concerns with the financial implications of proposals, and BARC will reach out to meet with TAG prior to Annual Conference.

Finance and Audit (F&A) Committee, Report EBD #3.23

Treasurer Maggie Farrell provided the following updates:

- F&A approved the same BARC action items, as noted in the report
- In 2017, the Board approved a strategic investment plan for three years, and BARC and F&A will revisit this at Annual Conference
- The issue of late payments is resolved, and ALA is current

Budget Update

Maggie Farrell, ALA Treasurer & Dina Tsourdinis, ALA CFO provided the following updates:

FY 2022 Q1 Financial Results Executive Summary, EBD #3.20

- Strong financial position, not only the statement of activities but also the statement of financial positions
- \$1.5 million transferred from the endowment fund with terms and PPE support resulted in a positive variance of \$3.3 million
- \$1.9 million favorable variance in comparison with FY21 and a favorable variance of \$4.5 million compared to FY20
- Revenue totals \$11.6 million, with the general fund contributing 63% of that total, divisions at 24%, grants at 8%, long-term investment at 4%, and round tables at 1%
- Expenses mostly align to the revenues
- Division summary income statement: divisions realized revenues of \$2.7 million and expenses of \$2.2 million, for a net of a half a million dollars. Divisions received allocations from the PPP funds
- Round Tables realized net revenues of \$80,000.
- Balance sheet also improved, with loan balances significantly decreased due forgiveness of the PPP loans
 - Outstanding loans:
 - Endowment transfer at \$3 million
 - Chase bank equipment financing at \$1.3 million
 - Economic injury disaster loan (EIDL) at \$500,000

- Total of \$4.8 million compared to \$8.6 million at end of FY21

FY2023 Preliminary Budget & Annual Estimates of Income Presentation & Discussion, EBD #3.21 & FY23 Budget Memo EBD #3.21a

- Reflects the preliminary budget created without any restrictions
- Assumptions:
 - 2% salary increase
 - no furlough days for staff
 - overhead will remain the same at 26.5%
 - continued freeze of net asset balance transfers to endowment
 - contingency amount
- For FY23 units were able to propose preliminary expenses with no restrictions and no constraints, resulting in an initial gap between expenses and revenues of \$4 million which allowed for hiring additional staff and opening up some travel and new project expenses. To bring revenue and expenses into alignment staff identified the following budget strategies:
 - Delay onboarding of new positions by three months, which resulted in reduction of the employee salary expenses of \$1,050,000
 - Discretionary expense savings of \$1.2 million, such as travel, professional services, meeting expense, temporary hires, etc
 - Exploring expense reduction strategies and expect a total of \$300,000 to result in that effort, such as credit card processing fees, vendor consolidation, etc
 - Approved the maximum endowment payouts at 5%, resulting in an additional \$1,155,000 to close the gap
 - Unit managers will be asked to take a look at additional departmental savings
 - ED Hall noted that ALA will be looking to taking a business investment approach and is expanding revenue as part of the longer-term pivot plan, thus expense savings is not the only aspect to bring the budget into alignment
- Total net revenue coming in from the general fund is \$16.7 million and net expenses of \$20.2 million, reflecting an operating net deficit of \$3.5 million. The majority of units in the general fund are non-income generating.
 - Publishing and media department has net of \$383,000
 - ALA offices and member relations (AOMR) net revenues of \$1,674,000
 - Conferences net of \$534,000
 - Continuing education net of \$39,000.
 - Executive office net of \$1,273,000.
 - ALA divisions combined have a net of negative \$540,000
 - Round Tables combined have a net of \$34,000.
- Capital requests include IT at \$1,982,000, Washington office at \$19,000 and Publishing & Media at \$234,000, for a total expense request of \$2,235,000.
- Endowment transfers will continue to be frozen, but there were advance FY2023 requests from ALSC requesting \$350,000, and PLA requesting \$75,000
- Net asset projections at the end of FY22 at \$65,186,000. Projected net assets combined with budgeted revenue comes to \$48,488,000, which would make FY23 annual estimates of income at \$113,674,000. This is the first time this number has broken \$100 million, but as reminder this is the absolute limit of spending, not how much spending is planned

Treasurer Farrell moved that on the recommendation of BARC and F&A, the ALA Executive Board approves the preliminary FY2023 budget proposal and annual estimates of income of \$113.7 million, as reflected in EBD #3.21-21a.

APPROVED preliminary FY2023 budget proposal and annual estimates of income of \$113.7 million, as reflected in EBD #3.21-21a

Draft 5-year Financial Plan, EBD #3.22

- Rollout of financial projection for FY22-26
- Assumptions
 - Salary increases and expense increases of 2%
 - Anticipate 7% increase in healthcare costs
 - Continue to monitor inflation, which has been increasing significantly
- Depreciation is included in this plan
- Does not include an endowment allocation
- In FY24, we will have an operational expenses gap of \$1.1 million, and in FY25, \$182,000, so we are anticipating significant recovery
- In FY25, operating surplus of \$1.9 million
- Payroll: monitoring metric ratio of payroll expenses to total revenue. In FY23, this is 47% and reflects a delay in hiring positions
- Monitoring short-term investments, which will align with net revenue but increase in FY25
- Made a transfer the first quarter of FY22 in short term investments of \$2 million

EB Member Neal asked on the contributed revenue projections across the five-year plan, do we anticipate the same sources or new entities? ED Hall noted that, in coordination with the prospective Director of Institutional Advancement, ALA should begin to fully realize fundraising capacity with a restored staff of 5-6 staff members. ED Hall noted that ALA is just starting to realize its possibilities for contributed income.

ED Hall notes that the 5-year plan reflects a course correction from the past numerous years of operating at a deficit, some of which was planned and some of which was unanticipated. ED Hall reiterated that for that reason, the staff is committed to making more precise and conservative revenue projections.

EB Neal asked if individual units are involved in the 5-year planning. CFO Tsourdinis noted their input is factored in, but the plan will have to be continually reassessed, particularly in light of rising inflation.

EB Member Schneider noted that RUSA has been running a deficit for several years and asked if there is a plan to address that. ED Hall noted that RUSA is currently operating in the black and this reflects rightsizing even under very tenuous circumstances and offers further evidence of the efficacy of the ALA Pivot Strategy.

EB Member Neal also emphasized the importance of thinking about membership strategies and implementing the new membership model into planning for future years.

Past President Jefferson asked how contributed income will increase when we are facing staff shortages, and ALA may not have the staff to support these efforts or may not continue to receive these funds. It is vital to continue to build revenue. ED Hall noted that some of the contributed income is in grants that go back out to libraries and members, but some are also mission support that fund specific staff positions or projects within ALA. There is no guarantee on contributed income, but it is the nature of nonprofits to rely on mission support. ED Hall reiterated that ALA must build its capacity to attract contributed income while also looking at ways to increase other revenue streams.

Endowment Trustee Report & Discussion, EBD #13.2

Senior Endowment Trustee Mario Gonzalez provided the following updates:

- Factors impacting the financial markets:
 - Inflation rate currently at 7.9% which is a 40-year high, but with the impact of the Federal Reserve intervention, expect the inflation rates to go down to 4.3% by December of 2022
 - Aggressive interest rate hikes will increase.
 - War between Russia and Ukraine
 - Concerns over COVID-19 and variants
 - Shortages due to supply chain issues
- Market value at \$63 million and book value at \$12 million
- Book and Market value has been decreasing. As of December 2021, balance of \$65 million and \$63 million in February 2022
- Reduced exposure to equity to balance allocations within optimal target ranges
- ESGs and Diversity holdings now at 58.8%
- Report indicates a \$1 million commitment to Pharaoh healthcare access fund, however after review of tax implications, trustees opted not to move forward
- Approved a payout rate to ALA and units of up to 5% for the endowment. This is within the range of our policy of 3-5%
- Two trustees have indicated interest in reappointment, which will be presented to F&A and Board for approval
- Meeting in person on May 23 & 24 in Chicago at ALA headquarters

EB Schneider asked what the 2019 contribution of \$4 million to the endowment was and why the book value has declined. Trustee Gonzalez noted the \$4 million contribution was from the sale of the previous ALA headquarters. The book value has declined due to the special endowment transfers totaling \$3 million dollars and regular payouts that add up, resulting in more payout than is put in. However, market return has kept the market value much higher.

The Board adjourned.

AMERICAN LIBRARY ASSOCIATION
SPRING EXECUTIVE BOARD MEETING
Friday, April 8, 2022

President Wong reconvened the ALA Executive Board at 9:40 am CT

APPROVED by Consent:

- President's Report, EBD #7.4
- President-elect's Report, EBD #7.5
- Vote Tally and Board Action, EBD #1.3

Executive Board Liaison Updates

President-elect Pelayo-Lozada noted that the Joint Conference of Librarians of Color (JCLC) conference registration should be opening soon for October 5-9 in Saint Peach Beach, Florida. The call for program proposals just closed, so those will be coming soon. Please consider donating to the conference, and merchandise will be available for purchase.

There will also be a JCLC gathering at Annual on Saturday night, likely a fundraiser, and more details will be coming.

EB Rivera noted that, as outlined in the ODLOS report, that the Rural, Native and Tribal Libraries of All Kinds committee is reassessing its charge and the needs of the populations it serves.

Emerging Issues

ED Hall noted that for Annual Conference, our exhibits now represent the largest aggregation of publishers and vendors promoting literature in the country. There has been discussion about leveraging this to bring more attention to ALA and perhaps pilot an effort with a partner to bring a public face to the event. There might be a possibility for a post-conference public exhibits event that looks more like the Frankfurt Book Fair or Guadalajara Book Fair. ED Hall requested time in the May Board meeting to discuss this and asked if EB Members have the opportunity to visit a book fair for inspiration, please do so. Board members discussed the possibility, noting there were strong potential for this, which could be financially sustaining for ALA.

EB Member Booker expressed concerns about Conference Services projections on financials and registration. In the previous BARC/F&A meeting, it was noted that industry-standard registration projections are 50% of pre-pandemic in-person meetings. However, the projection of 7,000 in 2022 against 21,000 in 2019 presented at this meeting reflected only a third. The request for clarification is needed. This was later clarified with the discussion of paid and unpaid registrants.

Treasurer Farrell noted that budgeting for conferences is often reverse-engineered, and Conference Services does make an effort to track industry trends, though they can be difficult to predict. ED Hall noted that the intention was to be very conservative in projections and 7,000 seemed achievable but noted that more efforts can be made to be clear and communicative regarding conferences.

EB Member Neal noted as Conference Committee liaison, that the staff has been dealing with a tremendous number of challenges, and some of those are delays in decision making by leadership. There is room for improvement, but issues do not reflect an intent to mislead.

Past President Jefferson noted that communication between Conference Services and the Board should be strengthened especially around decision making. Decision-making has been fragmented, and staff needs to understand that certain decisions and issues should be presented to the Board.

EB Member Helmick emphasized the importance of consistent information presented to the Board and noted that the current discussion reflects an opportunity for consideration as part of Board effectiveness.

The Board moved into closed session.