

**AMERICAN LIBRARY ASSOCIATION  
ALA Executive Board Fall Meeting**

**Session I: Friday, October 29, 2021: 9:45am–5:00pm CT**

ALA President Wong called the ALA Executive Board Fall Meeting to order at 9:45 am CT in closed session.

President Wong reconvened the Board in open session at 1:30 pm CT. She noted that the Board met in closed session that morning with Consultant Jackie Davidoff for a Retreat on Board effectiveness and to receive a legal update from ALA Counsel Paula Goedert.

**APPROVED by CONSENT**, Agenda, EBD #9.5.4 amended

**Development Office Report, EBD #6.0**

Executive Director Tracie Hall and Anne Manly, Assistant Director of Corporate & Foundation Relations, provided the following highlights on Development Office activities:

- Feasibility planning to grow unrestricted income from individual donors in preparation for ALA's sesquicentennial, 150th year anniversary
- Planning to grow the amount of unrestricted revenue that supports our mission and that comes to us annually
- Bringing greater visibility and capacity to ALA's position as the second largest grantor of funds to libraries behind IMLS
- Realigning the Office into more of an advancement-focused department, with a need to shore up staffing, especially with shorter-term staff focused on revenue generation
- Maximizing the outcomes of the Office's Fall stewardship gathering which occurred on October 6<sup>th</sup> with about 50 attendees. The event was not framed as a fundraising event, but as an event that recognized the community and expressed gratitude to people who had supported ALA through the years, specifically donors
- Recently contracting with an online platform called Free Will, a for profit company which has devised an easy way for members of the public to go online and to create a valid Will from any State. They do allow nonprofits like ALA to be promoted on the platform as people are creating their wills with the idea that individuals may leave a bequest to the nonprofit of their choice. ED Hall negotiated the cost down from \$26,000 to \$10,000, and already received bequests promised to us in the amount of \$92,000
- Continuing to work on giving Tuesday and end of year campaign. ALA will create between 1 and 3 messages for units to share with their members. One of those messages will likely highlight ALA's role as a supporter of libraries and the COVID-19 relief funds we were able to give this past year due to Mellon and Acton Family Giving, as well as the challenges that are currently occurring at the local level against libraries and librarians
- Making the Library Champions program sustainable. At least four champions are part of a grant which will be sunseting soon. We have indications from two of the library champions that they plan to renew at their current level or possibly increase, in negotiations with a third grant, and heard from a fourth grant that they do not plan to renew. New vendor, Sinking Ship Enterprises, has indicated they are going to become a Library Champion at \$10,000. They create content for TV programming.
- Closing out FY21 under budget and looking ahead to FY22 with a revenue goal of \$3.8 million dollars, an increase from last year's \$2.5 million

- Working with cross-functional team charged with streamlining grants across the association, with hopes to document communications with external funders so that we can repurpose and streamline messaging

### **Executive Director Update, EBD #12.3**

Executive Director Tracie Hall provided the following updates:

- Commended ALA Development office, Public Programs office, and donors for an unprecedented number of incoming grants.
- Noted that the PPA office has achieved incredible advocacy wins, including its pivotal role in getting Congress to recognize broadband as critical infrastructure.
- Acknowledged the Chapter Relations Office for grantmaking activities made possible through the generosity of the Acton Family Fund and the Mellon Foundation, ALA was able to disseminate \$1.25 million in \$30-50,000-dollar grants to local and regional libraries
- Noted that despite economic downturn and budget limitations, ALA continues to offer free membership and conference registration to those who have been financially impacted by COVID-19.
- Discussed focus on ensuring that ALA walks the talk about social justice and leading in intellectual freedom. Today, supporting intellectual freedom accounts for, in the aggregate, 12% of ALA's overall budget and 13% of budget is focused on EDISJ work, as ALA continues to be the lead driver of recruitment to the field.
- Pivot Strategy update:
  - On September 1st, 2021, ALA officially launched its pivot plan
    - Emphasis on knowledge sharing and problem solving across ALA, as well as membership growth and financial growth
    - Introducing, for the first time to ALA, cross-functional teams (CFTs) that are made up of management and nonmanagement staff representing every area of the association work and representing every staff member employed at ALA
    - 20 of the teams are scheduled to have launch by the end of the FY 22, with most having officially launched last month in September
    - The EDI team will focus on the EDISJ inventory across the association. This particular cross functional team is working on what areas can we possibly replicate or scale across the association, with the goal that every unit has work in the EDISJ area
    - Will break down each of the tactical areas of the plan into Key Performance Indicators (KPIs) to dashboard
  - Mary Mackay has accepted the role as Interim Senior Associate Executive Director and will help oversee CFTs
- Financial Stability:
  - Turning corner in terms of financial stability, but we are still cautiously optimistic
  - Recognition that cost containment and expenses is only one factor; ALA must think about revenue generation
  - Looking at operational ratios and benchmarking ourselves against other associations and to think about how staff is deployed to earn revenue, making sure that the bulk of our earnings go to programs and services
  - Conducted a comparative analysis that would support our thinking about ratios of governance staff to governance bodies, both Board and council, as well as the larger ratios of overall membership to budget

Interim Senior AED Mackay provided the following updates regarding JobList:

- Responsible for about \$800,000 of revenue, which is payroll for two weeks at ALA
- ALA JobList is a collaborative project between ACRL and *American Libraries* to run the job board, along with HRDR, which joined the project in its early days because of the placement center and the relationship to job advertising through that. Additionally, there is HRDR expertise regarding legal issues that go around job ads and aligning with EEOC guidelines and ALA policies
- In the spring, put together a collaborative team working on a business development plan that has five recommendations on best practices:
  - Link in the eyebrow menu at the top of the association's Web site to the job board, which is completed
  - Add a widget to unit web pages across ala.org that would disburse job postings relevant to specific units' pages. That is a more involved project and is underway with help from IT
  - Integrate JobList content into the ALA website and ALA Connect search results, prioritizing that with IT
  - Explore the potential for a network of cross posting job boards with other libraries and similar kinds of organizations. This is a longer-term, time-intensive project
  - Increasing our collaboration and coordination with HRDR, so that we can look at how we can better integrate replacement services
- 15% of our current membership are students, and growing JobList is an opportunity to grow career development services that will help with membership retention
- AED. Swader noted that HRDR's previous placement center was rebranded the JobList Career Development and Placement Center. The center continues to focus on jobseekers and students, as well as to promote it as a member benefit

Staffing updates:

- Two significant retirements: Deb Robertson, who created and headed PPO, after 40 years and Patrick Hogan in Publishing, who has retired now after 26 years
- Trend to moving to work remotely on a permanent fashion, especially as there continues to be migration from large cities to smaller cities
- Currently have 208 employees and about 14 openings, with plans to stay within that level of staffing while keeping an eye on alignment of programs and services with expenses
- Interviewing finalists for CFO position next week
- Will soon launch Chief Information Technology Officer search and looking for someone who is a leader in information organization as well as a leader in technology
- Search for the Center for the Future of Libraries Director will be further down the road
- A priority this fiscal year to hire the Head of Institutional Advancement, which should happen before the RFP for a feasibility study, as leading fundraisers and advisors note that the position should be filled prior to the study

President-elect Pelayo-Lozada noted appreciation for the EDI roundup and the survey, and ED Hall commended the work of Kevin Strowder and ODLOS in accomplishing that.

EB Member Rivera noted that it would be beneficial for Board Members to have an outline of the cross-functional teams and that work, and ED Hall noted staff will work on developing a one-pager outlining major areas of work across the association.

The Executive Board moved into closed session.

President Wong reconvened the Board in open session. She reported out on the closed session with the following updates:

**APPROVED** the simplified ALA member model with the professional options to be renamed and asked the membership committee to provide additional work around pricing and bundling to be brought back to the spring Executive Board meeting.

**APPROVED** the recommendation of the ALA membership committee, that the ALA Executive Board will change the salary threshold for non-salaried membership from \$30,000 to \$40,000 dollars for FY23.

#### **Membership Report, EBD #12.4**

Melissa Walling, Director, Member Relations & Services (MRS), provided the following highlights from the written report:

- Membership revenue is tracking as hoped for this time of year. ALA will have a good sense in February, at about the 6-to-7-month mark in the FY, of how we are tracking towards our overall revenue goals for the year
- Membership counts remain around 50,000, which reflects a budgeted decline. With both LibLearnX, PLA and AASL conferences happening this year, as well as Annual Conference, we hope to see membership growth
- Focus for the year remains on membership growth, both of library worker members and supporting students as they graduate from LIS programs, as well as getting library lovers more involved in ALA
- Selected two Chapters to pilot some joint membership recruitment efforts for this year - Arizona Library Association and DC Library Association. Later this year, another joint membership pilot will be tested with a NALCO
- More than half of student members are not engaged in a Division and Round Table. MRS will be looking at “pairing pilots” with these groups, in addition to general messaging

#### **Conference Services Updates, EBD #12.5**

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

- LibLearnX
  - Increasing member awareness thanks to the collaborative efforts between Conference Services, Communications & Marketing Office, and ALA constituents
  - Active marketing launch that began earlier this month has been successful, in great part to the dedicated efforts of the LibLearnX Subcommittee. The subcommittee’s work ensured that we have a slate of programs to showcase at the time of registration opening. The subcommittee selected 105 out of 171 submissions, which represents a 61% acceptance rate
  - Registration open for two weeks, with 157 paid and 245 total registrants. As a comparison to our previous virtual offerings at this point, we had 99 paid registrants for Midwinter at the 11 weeks out mark. The last 18 months have revealed that virtual education registrations peak within the 30 days, and we are on track to meet our goal for 4,000 paid registrants
- Annual Conference

- The proposed schedule is included in the report for consideration
- Sheryl Reyes, Director of Governance, noted that most of the schedule changes reflect governance meeting blocks
  - Council Orientation has been reduced, as the virtual “Tune-in Tuesdays” have been successful at accomplishing many aspects of orientation, and the Council Orientation Committee requested one hour in-person at Annual Conference
  - ALA Membership and Information Meeting will be held directly after the Council Orientation
  - Council III was moved a day earlier, whereas in the past it was usually held on the closing day
  - Virtual membership meeting is proposed for mid-March

President-elect Pelayo-Lozada asked if there will be a virtual component to this conference. Director Jones noted that assessments regarding virtual components are underway, whether there can be a live hybrid model or compiled “best-of” shared via post. President Wong emphasized that there are likely many members who would like a virtual component.

The Board discussed the changes, with general consensus to try the revised schedule. President Wong also noted that the Executive Board Committee scheduled earlier in the week prior to Annual could be moved earlier in the week.

EB Member Neal moved that the ALA Executive Board approves the skeleton schedule for the 2022 Annual Conference in Washington, D.C. on June 23rd, to 28th, 2022.

**APPROVED** skeleton schedule for the 2022 Annual Conference in Washington, D.C. on June 23rd, to 28th, 2022.

### **Communications & Marketing Office (CMO) Update Board, EBD #12.11**

Stephanie Hlywak, Director of CMO, provided the following communications highlights:

- Communications cross functional team is well on its way to inventorying and assessing communications vehicles, such as email marketing, e-newsletters, blogs, other forms of digital communication, communication brands and style guides in the hopes of optimizing ALA's external and member-facing communications
- Working closely with Conference Services to ensure we meet or exceed our goal for paid conference registrants for LibLearnX
- Collaborate with Membership as a thought partner as they invest in much needed “win-back” campaigns and other initiatives for membership retention
- The ALA Branding Workgroup was established to build a new visibility campaign that positions both ALA and Libraries as essential, to increase the awareness of ALA in the general public, to attract new donors and supporters, and to position ALA in a positive light for new and renewing members
- Netted more than 4,300 articles or mentions over the period of June 1-August 31, with 4.6 billion in circulation value and \$6.3 million in publicity value
- From September 20-October 1, nearly 1,000 articles about Banned Books Week, with a publicity value of over \$12 million, reaching 1.5 billion consumers
- Book challenges are making headlines, and Intellectual Freedom leadership has been quoted in more than 55 news articles in the last month alone. Including coverage from print, radio, and TV

news outlets, overall, more than 90 articles have mentioned ALA, resulting in a circulation rate of 180 million and publicity value of nearly \$1 million

- National Library Week theme is “Connect with Your Library,” which is meant to express that libraries are places to get connected to technology, literally, by using broadband, computers other resources, as well places to connect with media, programs, ideas, and classes

#### **ALA Branding Workgroup Update, EBD #10.4**

Past President Julius Jefferson, Jr, and President-elect Lessa Pelayo-Lozada, Co-Chairs, provided the following updates:

- The workgroup will focus on a public awareness campaign to increase membership and to reach out to a broader swath of the American people beyond just library workers
- Look at re-envisioning ALA in light of the pivot strategy
- The workgroup had its first meeting and discussed its charge and challenges in hopes of increasing membership, revenue, and contributed income
- Looking to hire a consultant to guide us through this work and hope to release an RFP in the next couple weeks, review the responses in December and meet with consultant in January
- After January, the workgroup will aim for semi-monthly or potentially tri-monthly meetings, with hopes to report to the Executive Board in April and present final recommendations in June.
- This is the first phase of a potentially three-phase project

The Board moved into closed session.

#### **Session II: Saturday, October 30, 2021: 9:00am – 5:00pm CT**

The Executive Board convened in closed session at 9:00 am CT. The Board reconvened in open session at 10:10 am CT.

#### **APPROVED by Consent:**

- Vote Tally and Board Action Document, EBD #1.1
- President’s Report, EBD #7.0
- President-elect’s Report, EBD #7.1
- Report from the 2021 Nominating Committee for the 2022 ALA Election, EBD #10.1

#### **Financial Update**

##### **FY21 Preliminary 3rd Quarter Financials & Commentary, EBD #3.2-3.2a**

Rodney Lippard, Budget Analysis & Review Committee (BARC) Chair, reported third quarter results:

- Total revenue exceeded the budget by \$985,000.
- Expenses exceeded budget by \$35,000, with net expenses of \$589,000 through the third quarter of 2021
- A positive budget variance of \$985,000, which is behind budget but not as much as anticipated
- The first paycheck protection loan (PPP) was forgiven in July, so that is not reflected in this report

EB Member Schneider asked if the PPP loan forgiveness is equal to the deficit, and Chair Lippard noted the forgiveness of \$4.2 million exceeds the deficit. Interim CFO Denise Moritz noted that second PPP loan of \$2 million was received, and forgiveness is expected for that amount as well. The forgiveness is very helpful in offsetting losses but still does not cover all of ALA’s outstanding expenses and debt.

ED Hall noted that due to the PPP and cost containment measures, such as furloughs, there were not significant layoffs, which is unusual for comparative organizations to ALA. Increasing revenue and aligning expenses will be vital moving forward.

Treasurer Farrell noted that Finance staff now provides tracking all of loans, transfer terms, due dates, and interest rates to ensure a clear understanding of liabilities.

### **FY22 Budget, EBD 3.1-3.1a**

Treasurer Maggie Farrell noted that a revised budget for FY22 was presented in June, with the following changes since then:

- LibLearnX will be a virtual conference, which does not change the final budget. LibLearnX is budgeted to net \$160,000 as a virtual event, whereas the in-person event had been budgeted at break-even
- All ALA unit managers have worked closely with the Finance office to make final changes to the FY22 budget. As a result, there are revised annual estimates of income \$72,047,000.
- BARC Chair Lippard noted that the budgeted contingency is dependent upon the PPP money and a \$1.5 million endowment transfer with terms. It is again unusual circumstances pulling ALA through its budget, and he reiterated ED Hall's emphasis on increasing revenue and containing costs
- FY22 budget also includes a staff salary increase of 2% in January, no furloughs, and an overhead rate at 26.5%
- The budget was reviewed and recommended by BARC and the Finance & Audit Subcommittee for approval

F&A recommends that the ALA Executive Board approves the final FY2022 budget and annual estimates of income of 72,047,000 as highlighted in EBD #3.1.

**APPROVED** the final FY2022 budget and annual estimates of income of 72,047,000 as highlighted in EBD #3.1.

### **Five-Year Financial Plan, EBD #3.3**

Interim CFO Denise Moritz provided the following updates:

- Intention of the document is to give a five-year financial look-back and a five-year look-forward for ALA, aligning with the Pivot Plan
- Each Division Executive Director submitted a five-year plan, which has enhanced this presentation
- Columns highlighted in red reflect pivot years toward financial sustainability, with effective revenue prioritization and containment of costs
- Includes traditional revenue lines of publishing, conferences, and membership dues.
- Contributed revenue is predicated on launching a five to six-year campaign to raise \$20-30 million dollars
- Divisions continue to exhibit the seesaw pattern where odd years have one division conference, and even years, two division conferences
- Key cost assumptions:
  - Annual staff salary increases of 2%
  - Healthcare cost increase of 7%
  - Inflation of 2%, but we do not expect that percentage to hold as Q2 of 2021 saw 3.4%, and Q3 is hovering around 5%

- Lease expenses reflect a 15-year lease with a \$20 million dollar price
- ALA's percentage of payroll costs to total revenue is quite high at 52%, and we are working to better align with peer metrics which indicate 40% as a guidepost
- In FY22, two areas of focus will be rebuilding membership and launching the CE unit
- General fund generates approximately three quarters of overhead, while the divisions generate approximately one quarter
- For Divisions, looking to generate a net profit every year or every two years. While balance may not be possible every year, better alignment overall is needed than historically seen
- To improve liquidity, Finance staff have been focused on rebuilding short-term investment balance, which has been trending upwards and must continue to do so

EB Member Schneider noted that the CE revenue stream does not net any revenue through FY26 and asked if there is a ten-year vision for this that sees revenue generation, especially as ALA has a great deal of competition in this area. Interim CFO Moritz noted that the plan is intended to give the CE unit some time and space to get its legs under it and start turning out some profit, but the profits will remain with the Divisions after the first year. ED Hall noted that projections reflect start-up costs and very conservative budgeting. Additionally, CE will be a clearinghouse that consolidates CE across the organization versus the silo-ing previously seen. This will grow new areas of content and bring visibility and cohesion to all areas of CE. The goal is to outpace our competition as we are the largest driver of CE in the field.

EB Member Neal noted that the plan relies heavily on contributed revenue and that we should not rely on that to supplement other parts of the association. We cannot forget the need to achieve efficiencies as discussed. Additionally, the costs of contributed income nets out to zero, but there will be costs associated with fundraising.

Treasurer Farrell noted that BARC and F&A did receive the Controller's Report, BARC #3.4, that looks at ALA liquidity. The balance sheet, liquidity, and assets have greatly strengthened. A deep concern over the last two years has been to ensure that short-term cash is not at a dangerous level as it was in the past. It has strengthened, and the audit report in January will reflect that. ALA's working capital is at \$5.5 million, which is the first time it has been positive in six years.

#### **Director of Financial Reporting & Compliance Report & ALA Retirement Plan, EBD #3.5-5a**

Interim CFO Moritz noted that the retirement plan audit has been completed by PKF Mueller and is reflected in EBD #3.5 and was reviewed by the F&A Committee.

A disclaimer of opinion has been issued by the auditors, as a result of a change in the audit requirement rules related to 403b plans. The time and cost to obtain the documentation from the many years that had gone by would be prohibitive if it was even possible to obtain that documentation. When the IRS changed the rules, they allowed the Department of Labor to accept this disclaimer of opinion position.

The Finance & Audit Committee recommends that the ALA Executive Board accepts the 2020 ALA retirement plan audit as issued by PKF Mueller, LLP, as highlighted in EBD #3.5.

**APPROVED** acceptance of the 2020 ALA retirement plan audit as issued by PKF Mueller, LLP, as highlighted in EBD #3.5.

#### **Endowment Trustees Report, EBD #13.0**

Mario Gonzalez, Senior Trustee, provided the following updates:

- Held orientation in September for the two newest Trustees, Brett Bonfield and Shali Zhang. Implemented new mentorship process for new Trustees.
- Added a new investment fund, Ariel Investments, a Black-owned investment fund headquartered in Chicago
- Continued to maintain our financial, environmental, social, and governmental (ESG) holdings at approximately 55%
- Monitoring the investment market
- Trustees produced several guides that are available on the Trustee web page, as well as the Treasurer's webpage that help ALA members understand the Endowment and Trustee work
- Market influences:
  - Inflation anticipated to continue through 2022, or longer due to supply chain issues. Trustees will consider changes as the situation changes
  - Vaccine mandates are still a hot-button issue
  - 11 million job vacancies primarily due to the pandemic, supply chain issues, and businesses closing, with about 4.5 million unemployed, including 80,000 vacant long haul truck positions
  - Three major market indexes closed at a new time high, and the endowment increased \$2.5 million in October
- Aside from a slight increase from the sale of the Huron building, the book value of the endowment has been trending down. ALA has not been putting money into the endowment, but it is the return on investment that has been increasing. Trustees will work with the Philanthropic Advisory Group on strategies to increase money for the book value.
- Opening balance in January 2021 of \$60.7 million, end of September at \$63.3 million and currently at \$65.7 million
- The withdrawal of \$1.5 million in September reflects the planned transfer with terms
- Trustees continue to review ALA's investments with Merrill Lynch, as well as reviewing Trustee selection process

EB Member de Campos Salles noted that Sustainability Round Table will meet with Mr. Gonzalez and Ms. Farrell to discuss ways to increase the Endowment's ESG holdings, and she would like to hear about the results of that discussion.

#### **Operating Agreement Working Group, EBD #10.2**

Treasurer Farrell and Andrew Pace, Co-Chairs, provided the following updates:

- Divided into two groups:
  - One to look at a total rewrite of the document outlining the relationship between Divisions and the Association
  - The second will look at operations and finances, particularly how overhead is determined, collected, and paid for. While the actual financial practice is not laid out in policy, the relationship document alludes to the financial responsibility that the ALA units have for their own financial well-being and also for the overhead that is carried by the association
- Looked at three options for overhead:
  - To keep the financial practice the same
  - To change the formula and/or modify the practice
  - To eliminate the overhead entirely and its associated reporting practice entirely

- The subgroup found unanimous consensus around the third option: cost of overhead covered by total revenue and eliminate the practice of overhead being paid for by the Divisions, Round Tables, and units
- Net asset balances and division investment income should culturally become part of our association rather than existing on paper
- Focus on aligning the Division and Round Table budget and strategic planning with that of the whole association, as well as aligning with the pivot plan and a consolidated budget
- Recognition of exceeding the scope of charge. It is difficult to talk about eliminating the overhead practice for Divisions and Round Tables without addressing its use by ALA offices like Conference Services and Publishing & Media

Treasurer Farrell noted that the working group seeks the Board's feedback on the proposed changes.

EB Member Schneider asked for more details on the statement that removal of the overhead rate should align with the pivot plan and consolidated budget. Co-Chair Pace noted that previously, there was usually autonomous strategic planning within the Divisions, but this proposal would result in some broader conversation around budget planning. Treasurer Farrell noted that we can examine what a Division expects in terms of core basic services, and what additional services should be paid for.

Treasurer Farrell also noted that the recent budget meetings in September represent a culture shift toward transparency and sharing across units regarding budget planning.

EB Member Neal emphasized the need to discuss innovation and risk-taking and how that affects budgets, particularly in light of the current two-year cycle of divisions and the variations of success amongst them. Co-Chair Pace agreed, and the working group is also discussing this.

Treasurer Farrell noted that the group will continue to meet and seek feedback through LibLearnX and provide draft recommendations in April, with a final report and recommendations at Annual Conference. President Wong recommended conducting facilitated conversation with various groups.

### **Transforming ALA Governance Workgroup, EBD #10.3**

Amy Lappin, Chair, provided the following updates:

- Reviewing and synthesizing four years of reports, documents, and resolutions since late August
- Pivoting to a high level a plan to address governance at a structural, functional, and cultural level, as well as examining the comparative association analysis from ED Hall
- Manageable timeline is in place to look at our constitution and bylaws, with recommendations for changes as needed
- Having coffee conversations with individuals, members, leaders, etc. to ensure the group is not missing anything significant
- Most recently had some conversations with Parliamentarian Eli Mina, and he will be speaking to the task force this coming week
- There will be a communication following the next group meeting to update members

### **Public Policy and Advocacy (PPA) Office report, EBD #12.7**

Joe Thompson, Chair of Committee on Legislation (COL), and Kathi Kromer, Executive Director for PPA Office, provided the following updates:

- Virtual retreat on October 18 and again on November 1st

- On October 18<sup>th</sup>, COL discussed the legislative agenda for 2022 and hopes is to finalize at the next session, to be shared with this group in January. The current draft looks very similar to 2021 but updated to reflect the shift away from COVID funding and the fact that very few things hold legislative interest to legislators before the mid-term elections
- COL will also take deep dive into the eBooks issue, including highlighting the experience of Maryland advocates to get the first state eBook Bill enacted this year, which calls for fair pricing from publishers
- Council referred the Library of Congress 'illegal alien' subheading issue to COL for review. COL is working closely with the PPA office to keep this issue in front of the Library of Congress and is optimistic it will take action before the end of this year. COL is discussing legislative strategy if not and will update Council in January.
- COL continues to meet monthly, with invitations to the chairs on library advocacy and Chapter relations to attend each meeting since committees work so closely together

PPA activities:

- Funding to keep the government running and extending the debt limit has been pushed off to December 3rd
- Extended the surface transportation authorization to December 3rd since there was no agreement on the bipartisan infrastructure framework (BIF). The top-level number went from \$6 trillion, which was proposed by budget chairman Senator Bernie Sanders and included \$5 billion dollars for the Build America's Library Act. Now, the number is less than \$2 trillion dollars, with many things removed
  - There is a split within the House Democrats, as progressives are not happy with the lower number and oppose the bills. Moderates want to vote on BIF now and to see the framework for the budget reconciliation included in their priorities, such as the state and local tax (SALT) deduction, which was not included
  - The Build America's Library Act is out of the package, but some things, like funding for Workforce Development and the FCC's emergency connectivity fund, were included
- In the House, there are currently 220 Democrats, 213 Republicans, and three vacancies. 218 votes are needed for a majority. With such a slim margin, every single vote matters. The Senate is 50/50 with the Vice President casting the tie-breaking vote and 60 senators needed to support cloture, which cuts off debate and calls for the vote
- PPA team spent time in late September working with the Chapter Relations and International Relations team, which now report to Ms. Kromer. A subgroup of team members met to discuss how they will engage more student members in our advocacy and chapter relations work
- PPA and Office for Intellectual Freedom (OIF) partnered to hold a state legislative summit in October with 147 participants from 43 States plus the District of Columbia. 62 state organizations were represented, as well as 18 ALA member groups, including the Executive Board
- A legislative toolkit is being refined and will be available in late December. Limited material will be posted publicly and other information such as legislative tracking and issue-specific talking points will be available but with restricted access. The report with recommendations will be presented to the Executive Board in January
- Welcoming a new Public Policy Associate to D.C. to fill one of our vacant positions in early December, and in the process of hiring a Deputy Director of Public Policy and Government Relations

Mr. Thompson noted that Congresswoman Eleanor Holmes Norton from the District of Columbia recently published in the congressional record an extension of remarks which acknowledged ALA Past President Jefferson's leadership and dedication to librarianship. The congresswoman referenced his commitment to advocacy, information policy, equity, diversity and inclusion and professional development. In particular, she noted his extraordinary leadership at ALA through the pandemic and his holding space initiatives. On behalf of all ALA members and especially COL members, Mr. Thompson thanked Past President Jefferson for helping guide ALA through a turbulent time. President Wong presented Past President Jefferson with the framed copy of the Congresswoman's remarks and the congressional record.

### **Chapter and International Relations Report, EBD #12.8**

Michael Dowling, Director of International and Chapter Relations Offices, joined by Min Chou, Chair of international Relations Committees, and Jen Alvino, Chair of the Chapter Relations Committee, provided the following updates:

- Every other year, a state of the chapters report is conducted:
  - State associations and regional associations face membership challenges similar to ALA, but there were about a quarter that reported gains in membership, though some were part of strategies, such as anniversary celebrations.
  - Challenges occurring in state legislatures, with 60 percent of state chapters saying they have good relationships, but 40% reporting maybe or not ok relationships. The office will reach out to see how ALA can assist them
- Chapters were appreciative of the legislative summit
- Increased student engagement is a goal this year. ALA's goal is to increase membership 5%, and the goal of the office is to increase 5% student members through joint student member program with chapters. A successful session was held yesterday with some ALA student chapters, which generated some great ideas, like virtual library tours
- Coordinating the COVID library relief fund through Mellon Foundation and Acton Family giving to distribute \$1.5 million to 34 different libraries across the country
- Decrease in international members tracking similarly to the decrease in regular members, and the goal is to increase international members by 5% as well
- Mr. Dowling met with the Association of Librarians of Malaysia to talk about ALA, COVID response, and advocacy efforts
- Focused on the upcoming Sharjah conference
- Planning an international library summit. Since IFLA has not met in two years, this will be a good opportunity to promote services. Many libraries are already subscribers to RBA, and many of them could be funders for continuing education programming in their country. Representatives from 20 countries from Europe, Africa, North America, and the Middle East region will be coming to summit
- Mr. Dowling recently finished his four-year term on the IFLA Board. A new North American regional committee that was created, and Past President Jefferson is the Chair.

### **Information Technology (IT) Update, EBD #12.10**

Sheri Vanyek, Director of IT and Gina Seymour, IT Advisory Committee (ITAC) Chair, provided the following updates:

- Chair Seymour commended the ALA IT staff for performing admirably even under significant time and resource constraints

- ITAC members participated in the election vendor demonstrations, and are testing out the yes-elections platform to assist and provide feedback to ALA
- FY21 projects continue with new CE learning platform and e-commerce system. IT is finishing up with remaining single sign-on and final phase of e-store shopping cart integration with the new fulfillment vendor
- Migration of blogs to the cloud continues
- Dashboard created to monitor revenue and membership goals
- Increase in FY22 budget includes personnel, licensing fees and consulting fees, costs attributed to the new CE and e-commerce systems, and the iMIS membership system
- Six IT goals for 2022, which align with ALA's overall goals:
  - iMIS upgrade will provide additional dashboards and Web-based access
  - iMIS membership database needs a cleanup
  - Hard drives and social media sites need a cleanup
  - Revenue and membership dashboards to establishing baseline statistics
  - Develop a plan to move all off-site data services to the cloud
  - Develop a plan for future websites to support our current system, which will end November 2022
- IT score card is in the report:
  - TrackIt System was reinstated after a hiatus during to the move and pandemic, and those numbers reflect the importance day-in-and-day-out running of IT services
  - KnowBe4 is software that tracks and educates staff on Internet safety, and ALA has low phish prone level of only 0.1%
- BARC asked for the detailed budget breakdown, included as EBD #12.10a

EB Member Booker noted the goals are very ambitious and asked if the IT department is confident they are achievable in a year. Director Vanyek noted the goals will be spread amongst staff, including a vacant position that should be filled soon.

### **Equity, Diversity and Inclusion Report, EBD #12.9**

Jennifer Shimada, ODLOS Advisory Committee Chair and Kevin Strowder, ODLOS director, provided the following updates:

- ODLOS Advisory Committee
  - New leadership, including Kevin Strowder, ALA's new ODLOS Director, who started a few months ago
  - A goal for this year is to make committee activities more structured and documented
  - ODLOS Advisory committee is meeting bimonthly this year, with its first meeting in August and second scheduled for November.
- EDI Assembly:
  - Last year, the assembly was primarily run by the ODLOS Advisory Committee, but this year, the assembly will be managed by a working group of assembly members that meets monthly.
  - Intended as forum for all groups within ALA and ALA affiliated organizations to discuss their activities, identify opportunities for collaboration and coordination, and explore new initiatives
  - About 150 members right now
  - Conducted a survey at the beginning of the year for feedback on the assembly, which indicated there could be more clarity on the purpose of the assembly. This year, the assembly will examine the charge and emphasize that the assembly convenes various individuals and groups doing great EDI work to collaborate

- Meets quarterly
- First meeting in October, with breakout rooms examining different themes:
  - Breaking down barriers to intellectual freedom and social justice.
  - Participation in ALA
  - Advancement retention in the field
  - Recognition of BIPOC labor
- Services to Refugees, Immigrants and Displaced Persons (SRIDP) subcommittee is working on changing the 'illegal aliens' Library of Congress subject heading subject
- Committee on Diversity, which created an EDI score card last year, will focus on Council approval of score card, and the hope is that it will be used as a template for project integration
- Office for Diversity, Literacy, and Outreach Services (ODLOS)
  - Spectrum Doctoral Fellowship is an extension of the MLIS program, in partnership with five universities, with plans to select eight fellows to participate in a four-year program in which they will receive professional development, curriculum integration, and financial contribution for their continuing education. An information session will be held next week, and applications will open immediately following
  - Diversity and Longitudinal study made possible through the Mellon grant that will reinvent and update the Diversity Council Initiative from 2012. Currently working with related groups on developing an RFP to identify data scientists and analysts to support the project. NALCO members are serving as advisory stakeholders as well. There was a kick-off meeting to discuss roles and designate liaisons.
  - Inventory of EDISJ initiatives within ALA:
    - 79% response from all unit managers with specific initiatives around EDISJ, 21% without specific initiatives in direct alignment to EDISJ, did not directly align with ALA strategy or unsure of how to articulate the needs or efforts of the unit.
    - 112+ unique projects across the association, with 42% of those extending beyond this calendar year and further.
    - EDISJ cross functional team is charged with taking a bird's eye view across ALA to identify resources, existing strategies, and implementation of plans that for EDISJ across ALA
    - Identified three goals to address first:
      - Prioritize EDISJ training for the staff
      - Look at the internal diversity pipeline in terms of hiring and promotion
      - Create and codify EDISJ work that happens across the association

EB Member Booker asked how people learn about the EDI Assembly. Chair Shimada noted that posts are made across ALA Connect a few times asking for members, and the ODLOS Advisory Committee members encourage people in their various Connect groups. ODLOS participated in the virtual volunteer fair, and the EDI assembly was promoted as one of the easiest ways to get involved. It is only the second year, and it is still early in getting the word out.

#### **Office of Intellectual Freedom Report, EBD #12.14**

Martin Garnar, Intellectual Freedom Committee (IFC) Chair and Deborah Caldwell-Stone, Office of Intellectual Freedom (OIF) Director, presented the following updates:

- Working Group on the Intersection of Intellectual Freedom and Social Justice:
  - Supported by OIF, and in July, the Board extended the group's term through 2022

- Working on flushing out report about alternatives to neutrality language while still focused on the radical empathy concept and reviewing feedback from initial circulation of the working draft
- Session accepted for LibLearnX, so we there will be a program in January led by our working group members to give an update and conversation, and the group will discuss how to guide those conversations
- Intellectual Freedom Committee:
  - Number of subgroups that are working on statements and policies addressing intellectual freedom
  - Currently working on a draft Q&A document on problematic authors
  - Revising the Freedom to Read statement, which has not been touched this since 2004. It is a joint statement with a number of groups and will likely be a lengthy process
  - Joined with the Intellectual Freedom Round Table and Committee on Professional Ethics to form a joint professional values subgroup. Some joint programs were accepted at LibLearnX, and the groups are exploring other opportunities for joint programming
  - Privacy Subcommittee
    - Continues to work on vendor privacy resolution assigned by ALA council and preparing to release the privacy field guides which will replace the privacy tool kit previously published
    - The Committee on Professional Ethics will review and possibly rewrite the preamble to the Code of ethics, which was updated with Article 9 in June
    - Developing two draft question and answer related to the code of ethics, one on ableism and one on sexism.

OIF:

- This summer, worked with representatives from the Intellectual Freedom Committee, PPA and the ODLIS to draft the ALA statement on the censorship of information addressing racial injustice, Black American history and diversity, education, which this Board approved on August 18th.
- While it is customary to see an uptick in book challenges in August and September as schools open, this fall, OIF is addressing an unprecedented number of challenges and controversies, with a 60% percent uptick in reported challenges during the month of September.
  - This quarter, OIF received 155 challenge reports and provided direct support to library workers in 120 of these cases
  - These challenges arise from a campaign to counter materials that address anti-racism, United States racism and slavery, or reflect the experiences of Black, Indigenous and persons of color
  - Addressing ongoing campaigns to censor materials reflecting the lives and interests of LGBTQIA+ persons or books that address puberty, gender identity and sexual reproduction
- 2021 Banned Books Week created several opportunities for staff to promote ALA's commitment to protecting freedom to read and advocate against the ongoing campaign to censor library materials, and the press coverage was highlighted in the CMO report
- Banned Books Week Honorary Chair was *New York Times* best-selling author Jason Reynolds, who promoted the 2021 banned book theme "Books Unite Us, Censorship Divides Us" through social media and interviews
- Ideas and Actions Virtual Event on September 29 was hosted by One World, an imprint of Random House and co-sponsored by ALA. Featured authors included Ta-Nehisi Coates, Nikole Hannah-Jones, Ibram X. Kendi, Riva Lehrer, Bryan Stevenson, Cathy Park Hong, Heather McGhee, and Adam Serwer.

- On September 14, OIF published *History of Intellectual Freedom* to accompany the 10th edition of the *Intellectual Freedom Manual* published in January of 2021. It was edited by Martin Garnar, with the help of assistant editor Trina Magi

### **Equity, Diversity and Inclusion and the intersection of Social Justice (EDISJ)**

President Wong noted that a working group of herself and EB Members Booker, Helmick, and Rivera developed a matrix for thinking about EDISJ work from the Board perspective and across ALA units and bodies.

ED Hall noted that she and President Wong discussed having a broader conversation on the topic in response to previous feedback that the Board should move beyond lip service to EDISJ. There has been discussion on establishing an EDISJ commission or action plan to achieve three goals:

- 100% participation from staff, as ODLOS report noted that currently, only 79% of units have some kind of EDISJ initiative
- The action plan should also look at ensuring diverse staffing. The EDISJ cross-functional team has already identified three goals, but this commission would take a deeper dive
- Articulate for new governance members, be they Executive Board or council, what our EDISJ activities look like at the staff level, and Accreditation and Publishing have already been areas identified for some of this work

President Wong echoed ED Hall's suggestions and emphasized the need to outline substantive goals for EDISJ for which the Board can model leadership.

EB Member Rivera noted that with a number of existing entities with EDISJ expertise, there are ways to build on these groups, but it is also important to foster these values within our governance structure. An inventory on EDISJ within our governance structure might help to scaffold and approach. As Board Members, we need to embed this into all our work and our communications with our liaison groups.

Past President Jefferson noted that leadership has moved EDISJ work further in the past few years in comparison the association historically. He noted the work is being done and continues, and leadership must be diligent and accountable in it, but a new initiative may not be needed if the work is already being done.

President Wong asked the Board to consider implementation of the actionable items outlined in the draft document, which the subgroup will review and finalize to bring back to the Board for approval.

EB Member Helmick suggested that the ALA Executive Board approve EDISJ subteam's work to articulate and bring back a prioritized list to this board for approval and dissemination to the rest of our members.

President-elect Pelayo-Lozada moved that the Executive Board approves Executive Director Hall's recommendation that staff articulate an internal EDISJ staff action plan to integrate with the work at the Executive Board level.

EB Member Booker asked for clarification on the staff action plan. ED Hall noted that the staff action plan would work in concert with the Board efforts, specifically in three areas that the EDISJ cross-functional team identified: 1. routinize and prioritize EDISJ training for the staff; 2. look at the internal diversity pipeline in terms of how we hire and staff and promote within ALA; and 3. create and codify a

way in which we outline the EDISJ work that happens across the association. This motion will give the team a mandate to complete this work.

**APPROVED** that the Executive Board approves Executive Director Hall's recommendation that staff articulate an internal EDISJ staff action plan to integrate with the work at the Executive Board level.

### **Accreditation Update**

Director of the Office for Accreditation, Karen O'Brien provided the following updates:

- Conversation has been ongoing about the sustainability of the current accreditation program, which currently only earns back about 20% of costs
- Additionally, there has not been clear ownership or articulation from the Executive Board on actionable items for the Office of Accreditation. There are well-drawn-out processes, policy, and procedures, but the Board has not always had ownership of them in a way that they should have responsibility
- Working on EDISJ efforts, headed by Accreditation Committee Chair Linda Smith, as part of the standards revision process
- ED Hall noted that an Accreditation working group was precipitated by a feeling that the accreditation review process is too onerous on LIS schools and may not fully reflect the values of the association, though a more empirical study is needed. The Board originally asked a working group to survey the field, and that work had yet to be completed at the time of the call for question.
- It was decided that that work be undertaken alongside ALISE. Some survey questions will ask how to strengthen relationship between LIS schools and ALA, as well as how does EDISJ show up as curricular content, and an indicator of quality. Other questions include: does the current accreditation model help LIS programs recruit and retain students? And what impact does the current ALA accreditation model have on LIS curricula?
- Goal is to work with ALISE on a survey that would be jointly sent to the larger LIS education community and to look at the responses at the January or Spring Board meeting.

President Wong will have informal meetings with ALISE leadership to discuss this issue and get on track to re-establish a formal relationship on Accreditation.

Treasurer Farrell noted three observations: 1. Accreditation is an added value, but at 20% percent of the costs recovered, financially we should have better alignment; 2. committee members turn over quickly just as they have built expertise; and 3. we should not lose sight of ED Hall's suggestion to expand accreditation beyond just MLIS. Director O'Brien noted that in accreditation terms, the Committee on Accreditation terms of four years are actually long, but the learning curve is extraordinarily high.

### **Publishing & Media Report, EBD #12.6**

Senior Associate Executive Director Mary MacKay provided the following updates:

- Integrating more relevant EDISJ content into what we publish and diversifying staff
- *New York Times* best-selling author Edgar Villanueva will work with ALA to do workbooks for decolonizing libraries
- Working on the revision of the Prison Library Standards.
- Looking at models for funding focused not just on selling, but on reaching people to fund the projects to sell items at more affordable prices more broadly
- ALA Publishing Committee

- Charge is quite outdated and reflects a model of publishing in ALA that no longer exists. Chair Heather Campbell is leading a review in order to bring a revised charge for approval.
- Help Publishing & Media department to review its activities to determine what should be sunsetted
- New unit name is ALA Publishing and Media, which more accurately reflects the work of the department
- Received Mellon funding to support the *Booklist Reader*, which is a monthly patron-facing magazine to highlight content for general readers with a focus on EDISJ. This launched in September and is currently digital only with hopes of going to print eventually. There were 3,405 unique visitors in September and 53,484 page impressions
- Launched podcasts, ALA's *Call Number* and Booklist podcast called *Shelf Care*, and both have been successful in attracting listeners and sponsors
- Moved to the Chicago Distribution Center, the new fulfillment vendor, which has good connection with BiblioVault, offering an opportunity to grow our eBook and digital content opportunities in coming years
- Looking at print on demand models, both for domestic and international sales
- Successful continuing education bulk sales
- ALA JobList continues to be successful
- In Graphics, Baby Yoda program was a huge success
- Mary Jo Bolduc, who works in ALA Publishing, also works with a number of the divisions like ALSC, YALSA, and ODLOS for digital seal sales. In FY21, she billed \$1.6 million in digital sealing rights
- Challenges:
  - Moving distribution centers was a big disrupter and not our choice, as the previous vendor left the industry, which had negative impact on sales for longer than expected
  - Missed opportunities offered by conferences. For instance, with LibLearnX, we will save \$24,000 in expenses by not traveling and setting up a Store, but the estimated revenue was \$80,000
  - Supply chain issues and increasing cost of paper pulp is driving up expenses
  - Continue to look for opportunities that keep our expenses low while driving net revenue for ALA
- Our first set of trade publisher source books will be coming out soon

ALA Executive Board adjourned.

### Session III: Sunday, October 31, 2021: 9:00 am -12:00pm CT

The ALA Executive Board convened in closed session at 9:00 am CT. President Wong reconvened the Board at 11:10 am CT.

**Report out of closed session discussions:**

- Approved the simplified ALA membership model per recommendation of the Membership Committee
- Approved a recommendation from the membership committee to change the salary threshold
- Strong conversation about continuing the EDISJ initiatives that we have as a board, including updated library services for the incarcerated and training around EDISJ as a system within the organization
- Significant discussion of finances
- Will discuss the future of our parliamentary work with our parliamentarian, who will be coming to Chicago for LibLearnX
- Strong conversation about the executive committee role and the board operating agreements
- Deep discussion about social media
- Lengthy discussion about transforming ALA governance (TAG) and how to articulate that for council and the organization moving forward
- Worked in earnest as a board to effectively evaluate and have a conversation with our Executive Director about performance

**Executive Board liaison updates:**

- President-Elect Pelayo-Lozada noted that the Constitution and Bylaws Committee (report is CD #42.), and the bylaws resolution that came out of the Forward Together working group, will bring into alignment some of the things that that resolution has passed. There is some discussion of that resolution and what can be referred to TAG or a body that might be like TAG for ongoing governance review
- EB Member Rodriques reports that she attended a Committee on Organization meeting, and they asked to express some concerns on the role of TAG and whether they would be consulted or involved in that process
- EB Member Rivera shared that REFORMA's 7th national conference is next week, as well as its 50<sup>th</sup> anniversary. The conference is November 4-7, held virtually. Additionally, three NALCOS raised questions about diversity-related programs at LibLearnX, and there are some, but it bears further exploration. Many committees are asking how to increase membership and broaden engagement with school librarians and rural libraries, as well as more diverse representation.

**Emerging Issues:**

- EB Member de Campos Salles noted that the Graphic Novels and Comics Round Table did have one concern relating the creation of the schedule for LibLearnX and to quote the Chair: "I don't think any of us realize that in the shift to avoid business meetings we would also be losing the chance to host GNCRT specific programming during the event. Yes, our members can submit events, and some have, but it sounds like we are being asked to avoid socials, note working events and the larger educational programming we typically would offer as well. Can we get clarification on the role of the round table going forward at LibLearnX?" It might be helpful to keep Divisions and Round Tables in the loop more when planning schedules and programming for conference
- EB Member Booker noted that there is potential for ALA's governing bodies to engage members with ALA-APA, and she would like the Board to consider how it can encourage itself and Council to do that. EB Member Booker also requested more promotional effort on educating members about ALA and an update on ASGCLA, which was disbanded, and how that works shift is going withing ALA and for its former members. President Wong asked ED Hall to provide an update on how these

groups. President Wong also noted there can be more communication between the New Members Round Table, CMO, and Membership Office to reach out to new members.

The ALA Executive Board adjourned.