AMERICAN LIBRARY ASSOCIATION
ALA Executive Board January Meeting

Session I: Tuesday, January 18, 2022: 3:30–5:00 pm CT

ALA President Wong called the ALA Executive Board Meeting to order.

APPROVED by CONSENT: Agenda, EBD #9.8

President Wong provided a brief report out from the Executive Committee. Staffing updates and appointments were shared.

Information Technology Report, EBD #12.19
Gina Seymour, IT Advisory Committee (ITAC) Chair, and Sherri Vanyek, Director of Information Technology provided the following highlights:
- FY21 project status:
    - The continuing education learning platform launched
    - Single sign-on software upgraded
    - New fulfillment vendor CDC implemented
    - Membership dashboard upgraded
- FY22 project goals:
    - iMIS membership system upgrade continuing
    - Clean up data in the iMIS membership database
    - Work with units to identify and establish new revenue products or services
    - Continue to monitor revenue and membership goals
    - Adopt Data Center as a Service Design model
    - Website Strategy Consulting proposals
- ALA Technology FY21/FY22 Budget includes an increase, which covers licensing fees and consulting fees.
- ALA Technology roadmap for FY22-26 outlines how IT supports and aligns with ALA's pivot strategy. The IT Department Scorecard and ALA Membership Dashboard was shared in report.

EB Member Booker asked for clarification on IT working with revenue generating units to identify and establish new revenue products or services. Director Vanyek shared that as units create more revenue producing products, IT supports them.

EB Member Booker asked for clarification on the website strategy consultant. Director Vanyek reported that ALA received proposals for helping ALA determine what the best strategy is for its web presence. Internal staff had high level strategic conversations about creating a more simplified and organized website. The end of life for current website is coming up at calendar year-end, so IT needs to take action.

EB Member Booker shared the charge of ITAC and asked about the committee work. Chair Seymour responded that the committee tested the continuing education platform, participated in election vendors presentation and evaluations, and advising on an Information Technology Officer search. EB Booker emphasized the importance of committee advisory work, and Director Vanyek recognized this and will continue to find opportunities for increased committee involvement.

EB Member Neal stated that there should be a strong connection with branding and website redesign to ensure ALA is W3C Web Content Accessibility Guidelines 2.0 Level A compliant for accessibility. Director Vanyek shared corrections are being made where the website is not accessible, and this will be a requirement for the new website development.

EB Member Rodriques asked about open tickets per the dashboard report. Director Vanyek shared that ticket volume does require more IT staff but clarified that these are open staff tickets rather than member issues.

FY23 Budget Preparation
Executive Director Hall introduced ALA's new Chief Financial Officer, Dina Tsourdinis. Following this, ED Hall and ALA Treasurer Maggie Farrell provided the following updates:
- In February, F&A will review the FY21 audit, after which instructions will be given to ALA staff on developing their first FY23 budget.
- FY23 Budget Assumptions and Tactical Goals, EBD #3.10:
  - Assumptions are similar to FY22 assumptions: to align revenue with expense budget, a 2% salary increase for staff, no furloughs, and continuing the overhead rate 26.5%.
  - Based on the pivot strategy, management developed tactical goals outlined in EBD #3.10.
- FY23 Budget Objectives and Programmatic Priorities, EBD #3.12:
  - Seeking approval from the ALA Executive Board, after which ALA Council will be asked to review and concur. Budget objectives are the underlying structure needed to achieve programmatic priorities.

On the recommendation from the Finance and Audit Committee, the ALA Executive Board recommends to the ALA Council the following Budget Objectives, as a basis for the FY2023 budget and as a key framework for budget planning:
- Align revenue/expense budget
- Rebuild membership base
- Increase revenue sources
- Develop budget surplus
- Focus on financial stability
- Develop new budget metrics

APPROVED the ALA Executive Board recommends to the ALA Council the following Budget Objectives, as a basis for the FY2023 budget and as a key framework for budget planning:
- Align revenue/expense budget
- Rebuild membership base
- Increase revenue sources
- Develop budget surplus
- Focus on financial stability
- Develop new budget metrics

The Budget Objectives will be forwarded to the ALA Council for approval during the Council III Meeting.

Transforming ALA Governance (TAG) Task Force, EBD #10.8
TAG Chair Amy Lappin reported the following:
- TAG has been meeting bi-weekly

- Hopeful that we can move forward with proposed motions, given the years spent on this initiative. TAG took the recommendations from member leaders and placed them in a conceptual form to provide a path forward.
- The current motions are not final as there will need to be a second vote from Council, followed by membership.
- Intend to have meetings with membership and/or Council prior to further votes at Annual.

EB Member Rodriques suggested that clear communications are made that members still have the opportunity to make adjustments to the proposals and outlining next steps. This will help alleviate member concerns, particularly about which bodies have the ability to make policy. TAG is envisioning a continuous loop of conversation between the policy-making group and advisory group.

EB Member Schneider noted that the proposals included a commitment of ALA resources which involves BARC review. She also asked if there was discussion structuring the assemblies around content (as in SCOE) vs. geopolitical around the traditional ALA silos. Chair Lappin stated TAG considered that content should inform agendas not which or how groups are assembled.

Membership Report, EBD #12.21 & #12.26
Melissa Walling, AED ALA Offices and Member Relations, provided the following updates:
- The official membership count for FY21 is 49,727 members, which is a projected decline. The Membership Office will continue to focus on membership growth and recovery moving forward.
- Highlights of FY21 engagement projects include the launch of the first virtual orientation program for new members and a student member ALA Connect community
- Introduced the new ALA Staff Community Engagement Manager, Cory Stevenson.
- EBD #12.26, ALA Connect Commercial Posting, is in response to the implementation of the comprehensive code of conduct, which was adopted with a modification that removed a clause that prohibited spamming the community with paid products, services, and job posts.
    - While it is difficult to measure the exact impact, observations since note an increase in the number of messages being posted with a corresponding decrease in the number of responses to those messages.
    - Competitors in the e-learning space are using the space to promote their products.
    - The community experience has changed since the code was implemented in June. The peer-to-peer content has lessened, but a new channel for advertisement of products, reserved to other paid opportunities (sponsorship, digital advertising) has opened.
    - The Code of Conduct Committee would like to continue to review and monitor this before making a recommendation, and staff will also observe how other associations are handling this type of content.

EB Member Schneider asked to clarify if there was any code prohibiting this kind of behavior before the existence of the Code of Conduct. AED Walling responded that there was a code of conduct that prohibited this specific activity, but there was not a comprehensive code of conduct prior to the one adopted in June. Prior to the launch of ALA Connect, ALA staff did moderate the prohibited content in the member communities.

EB Member Rodriques asked about access and usability in posting to JobLIST. AED Walling stated that JobLIST has a customer service model associated with it. The postings are paid and discounted for ALA members, and it is free for job seekers. There are opportunities to increase the visibility of JobLIST

postings on the ALA Connect platform. ED Hall would like to see this as part of best practices benchmarking and environmental scans to get more solid data, but typically job listings shared with members are paid.

EB Member Schneider asked if there has been a comparison on job postings on Connect and JobLIST. She suggests that two separate Board conversations should occur: (1) ALA Connect and (2) job postings. The two may not be interrelated and if we remove job posting from ALA Connect, engagement may remain the same on Connect.

The ALA Executive Board adjourned to closed session.

ALA President Wong called the ALA Executive Board Meeting to order.

APPROVED by CONSENT:
- Agenda, EBD #9.8
- Vote Tally and Board Action Document, EBD #1.2
- Board Fall Meeting Minutes, EBD #2.8
- Chapter, International Relations Report, EBD #12.25
- Equity, Diversity & Inclusion Report, EBD #12.24
- Publishing & Media Report, EBD #12.18
- Communication Marketing Office Report, EBD #12.28

Executive Director Report, EBD #12.23
Executive Director Hall highlighted the following:
- Efforts continue to stabilize the association and steward the LIS sector in the midst of the global pandemic. Libraries have gained increased visibility as convenors and connectors, as well as contested spaces. This has led to unprecedented ALA presence in media that elevates our field and our communities. Media statistics are provided in reports.
- Performance of the Library Learning Experience: 109% above revised attendance goal and 73% of the overall budget forecast.
  - 2,000 is the revised attendance target for the LLX conference.
  - ED Hall emphasized the importance of keeping registration open so that members encourage other members, which was supported by the Board during previous virtual Midwinter Meeting.
- Conference attendance is the leading driver of membership. PLA exceeded their conference attendance goal before the end of early bird registration, and ALA will look to PLA lessons in supporting Annual Conference in DC.
- 2nd quarter implementation of the pivot strategy:
  - On track to establish a six revenue streams projected across a 5-year plan. These impact streams support ALA evolution as an agile and data-driven organization with the ability to meet member and sector needs.
  - Public Programs Office has leveraged its ability to attract contributed revenue to disseminate the largest and most grant awards ALA has ever provided to the field.
  - Development Office will soon announce that a key funder has come onboard to support the Association for an additional $2 million.
  - At the beginning of 2nd quarter, already at 50% of our goal for contributed revenue.
  - Continuing Education has launched a new Learning Management System, as well as building new customers and working on a new marketing plan.
  - Twenty Cross Functional Teams will be established by the end of the fiscal year.
- Will look to balance revenue growth with expense monitoring, as well as conducting an audit of all vendors
- Equity, Diversity, Inclusion and Social Justice inventory work:
  - Implement tools to ensure that hiring practices reflect EDISJ goals
  - Work on second iteration of Fellowship resident for early to mid-career LIS professionals
  - Grow capacity for original research and analysis of EDISJ in profession
  - Ensure that accessibility is part of EDISJ

- o Forefront EDISJ scorecard (5 measures) for adoption in library field:
  - Culture and climate of the organization
  - Training and education
  - Recruitment, hiring, retention and promotion
  - Budget priorities
  - Data practices
- Accreditation update: President Wong working with ALISE as co-investigator on joint survey.
- National Day of Racial Healing: ALA joined with the Society of American Archivists to observe the day. ODLOS Director Kevin Strowder was instrumental in the design. We hope to continue observing this day and leading the field in EDISJ work.
- Upcoming staffing position searches ongoing: Chief Information Officer, Accessibility Officer, Senior Program Officer and Fellow for Center of Future of Libraries, Director of Advancement, Executive Director for ALSC

EB Member Schneider encouraged inclusion of the Committee on Accreditation to ensure there is representation on the survey design.

President Wong asked about the timing for proposals regarding EDISJ work. She noted that it would be beneficial to reconvene the Executive Board task force on EDISJ in order to align efforts.

Public Policy and Advocacy Report, EBD #12.20
Committee on Legislation (COL) Chair, Joe Thompson and AED Public Policy Advocacy (PPA) Kathi Kromer reported the following highlights:
- Committee on Legislation held successful virtual retreat in Fall 2021.
  - o Deep dive into the e-book and digital content issue, with ALA copyright counsel, review of the state e-book legislation and broad discussion on how these policy issues could move forward.
  - o Finalized 2022 legislative agenda, which is consistent with the library priorities in past years. Priority issues include equitable library funding, library infrastructure, sustainability, internet access, digital inclusion, copyright, licensing and competition, and government information/services. ALA advocates will meet with targeted members of Congress in early March about both FY22 and FY23.
- Digital Equity Act invested $2.7 billion over 5 years to promote equity, literacy and inclusion initiative at all levels. Libraries of all types will be eligible to apply.
- ALA supported chapters where e-book legislation has been introduced.
- Monthly COL meetings with chairs of Chapter Relations and Advocacy committees.
- Worked with United for Libraries to hold a session at LLX.
- Representative Ro Khanna entered remarks in congressional record about Santa Monica City Librarian Patty Wong and congratulated her on becoming the first Asian-American President of ALA. A commemorative plaque is forthcoming.
- AED Kromer reported that in 24 days, the federal government runs out of funding. Increases are on hold until they pass the new appropriations bill. Senate appropriation Chairs and leadership are in talks, but there is no agreement on funding allocations.
- Plan to have targeted meetings with legislators in early March and to send read-ahead materials to offices. As it is an election year, there may not be much movement.
- Kicking off annual appropriations campaign:

- o 47 of library supporters are leaving Congress. 18 of those members signed on to out 'Dear Appropriator' letters and supported our library policy priorities.
  - o ALA advocates need to build strong long-term relationships with elected officials on both sides of the aisle so that we are prepared to navigate future political dynamics.
- Libraries Build Business Playbook will be available on February 1. The playbook provides resources and strategies designed to support library workers interested in starting small business or entrepreneur program.
- In 2018, ALA consulted with Connecticut Association of School Librarians about advocating for the adoption of National School Library Standards. The pandemic disrupted plans, but school librarians remained visible because of contributions of librarians during remote learning. The standards have now been adopted. ARPA funds designated for librarian consultant in the Department of Education, who will assist with the rollout of the standards.

Emerging Issues/Board Liaison Updates
Treasurer Farrell noted there was a councilor comment in Connect regarding the budget, and she will work with the Executive Committee to respond. She will also send liaison updates electronically.

EB Member Booker moved that ALA committees provide quarterly reports to the ALA Executive Board.

DEFEATED that ALA committees provide quarterly reports to the ALA Executive Board was defeated.

While the motion was defeated, EB members agreed that more communication should occur between EB liaisons and the committees.

President Wong noted that regarding elections, when speaking on behalf of the Board, it is best practice to be neutral and not to endorse a candidate.

The Board is working on a statement of support of REFORMA regarding a recent virtual zoom attack. EB Member Rivera will work with ALA Communications & Marketing Office to finalize draft. ED Hall stated that for any virtual ALA program scheduled to be a part of any ALA convening, the registration link should no longer be public.

Office of Intellectual Freedom Update, EBD #12.27
Intellectual Freedom Committee (IFC) Chair, Martin Garnar reported the following highlights:
- The Intellectual Freedom and Social Justice Working Group held a session at LibLearnX, where it received feedback on its work on radical empathy and additional ideas to alternatives to neutrality.
- The working group strongly recommends that skilled and professional facilitators are designated to moderate further important conversations and sessions.

The ALA Executive Board adjourned into closed session.

ALA President-elect Pelayo-Lozada called the ALA Executive Board Meeting to order.

APPROVED by CONSENT:
- Board Agenda, EBD #9.8
- President's Report, EBD #7.2
- President-elect's Report, EBD #7.3

The ALA Executive Board moved into closed session for a Human Resources and Legal update these sessions the Board went back into open session.

Conference Services Report, EBD 12.22
Conference Committee Chair Robin Kear and Conference Services Director Earla Jones provided the following updates:
- The Library Learning Experience is a pilot mid-year event authorized by the Executive Board. Chair Kear provided details in a Conference Services update during Council III.
- Director Jones shared the following event metric updates, noting the more detailed slide report will be provided:
  - Registration One week out: Paid 1,084; Total 1,671
  - Registration Day 4 of conference: Paid: 1,396; Total 2,187
  - Revised attendance target: 2,000
  - 73% to revised budget projection
  - 66 exhibitors, with total income $120,000
  - Closing Session was the highest attended session
  - Majority of attendees from US, but there was still good global representation
- Post event evaluation to assess attendee satisfaction overall, as well as with specific content sessions, will remain open for two weeks.

EB Member Schneider asked if the new virtual planner will be evaluated. Director Jones stated that there will be a full evaluation of LibLearnX. Director Hall stated that the evaluation will be shared at an upcoming Board meeting.

EB Member Henry asked is the event scheduler can be available earlier, as this helps significantly with planning. Chair Kear noted that the event pivoted to virtual in September when programming was already planned, there were some changes that delayed a finalized schedule.

EB Member Booker noted that the original LLX attendance goal was 4,000 registrants but revised to 2,000. EB Booker also noted that that there was a lack of prominent speakers announced in a timely manner that could have helped drive registration. This was discussed at the December Executive Board meeting, as well as the need for EB support and promotion, and there should be better efforts to make events successful. Executive Chair Kear and Director Hall noted that the 4,000 registration projection was based on in-person attendance rather than virtual attendance and that the number had been revised to reflect the change to a virtual convening. Immediate Past President Jefferson suggested that the Board should devote more time discussing this issue, particularly achieving budgets, at a future meeting.

Registration will open for Annual Conference on February 7, pending current discussions with ALA Legal counsel.

Director Jones shared the draft protocols for attendance at Annual Conference for Board feedback. ALA Treasurer Farrell noted the 14 days after exposure listed in the protocol does not match CDC guidelines, and we may want to say something about following CDC guidelines at time of Annual. President Wong noted that the Board will discuss the protocols separately and get back to Conference Services.

Joint BARC and F&A Report, EBD #3.16
Budget Analysis & Review Committee (BARC) Chair Rodney Lippard and ALA Treasurer Maggie Farrell provided the following updates:
- The committees met on January 11, 2022. New BARC member Kevin Reynolds was appointed to fill Ann Ewbank's vacancy.
- BARC Chair Lippard provided budget updates:
  - FY21 net revenue is $1.1 million, a variance of $2 million from budget. This contingency is possible due to PPP, endowment transfer, furloughs, and increase in contributed income. FY21 net results reflect an improvement from FY20.
  - FY22 1st Quarter results delayed but expect a LLX to have shortfall. The goal is to balance LLX expenses against revenue, and ALA management will continue to monitor other areas of expenses to meet budget goals.
  - Reflected on proposal for Coretta Scott King Round Table and relayed concerns to Committee on Organization (COO) Chair Jim Neal. BARC also suggested that COO look at all book awards to determine if there are standards or consistencies that can apply, especially in terms of administrative costs.
  - BARC/F&A recommendation to approve of President-elect Pelayo-Lozada Presidential Initiatives for 2022-23 at $75,000 to the ALA Executive Board.
  - Monitoring the progress of the Operating Agreement Working Group (OAWG) and Transforming ALA Governance (TAG) work, as they will have financial implications.
  - Budget directives developed by BARC are now considered standard practices.
  - Requested that all units provide narratives to accompany budget reports, which helps BARC members with context.
  - The Planning & Budget Assembly Meeting was held on January 19, 2022, with lengthy OAWG discussions in breakout sessions.
- ALA Treasurer Maggie reported F&A committee activities:
  - FY21 audit results will be presented in early February to the F&A Committee and will come before the ALA Executive Board on February 15, 2022.
  - Following approval, FY23 budget process begins. In spring, the first preliminary budget FY23 will be presented.

CFO Tsourdinis shared that given a second year of the pandemic, ALA shows a strong financial performance:
- Operating results reflect a positive financial position.
- Although ALA received COVID-relief support, PPP funds did not completely offset loss of revenue. Cost containment measures of at least $1.2 million occurred in FY21 and contributed to financial stability.
- FY21 actuals vs budget: $3.8 million revenue offsets $1.9 million expense. Total better than budget by $1.9 million, due to PPP and endowment transfer.

- FY21 vs FY20 revenue decrease was offset by cost containment; therefore, net results $6.3 million better than prior year.
- FY21 vs FY19 revenue decrease was offset by cost containment; therefore, net results $5.5 million better than like fiscal year.
- First quarter FY22 financial results will be delivered on February 11, 2022.

ALA President-elect Proposed Presidential Initiative Budget for FY2022-23, *EBD #3.13*
President-elect Pelayo-Lozada provided the following breakdown of the Presidential year theme of 'Our Brave Communities,' featuring initiatives totaling $75,000:

- Labor and Workers' Rights: $10,000
- Partnerships: $5,000
- Membership growth: $35,000
- ALA-Allied Professional Association (ALA-APA): $10,000
- Equity, Diversity, and Inclusion: $10,000
- Reserve for other potential expenses: $5,000

F&A recommends that ALA Executive Board approves the presidential programs budget submitted by the 2022-2023 President in EBD #3.13.

APPROVED presidential programs budget submitted by the 2022-2023 President in EBD #3.13.

Operating Agreement Working Group, EBD #10.7
Co-Chairs Andrew Pace and Maggie Farrell reported that during the Planning & Budget Assembly meeting, OAWG options we discussed in breakout rooms.

They opened a discussion topic: what do board members think of eliminating overhead?

 EB Members Schneider and Neal commended the bold move.

Immediate Past President Jefferson asked how this will be accomplished and implemented across ALA. Chair Pace said it aligns with other efforts at ALA.

Co-Chairs Pace and Farrell emphasized that the Executive Board could help with communication. The final financial decision is ultimately the Board's decision.

Treasurer Farrell shared there are also more internal budget discussions at ALA, with more coordination amongst staff about budget. There will also need to be discussions on net asset balances, as there are still balances for Divisions, and there is not the full cash behind the balances, nor should there be. There is a need to determine what to do with those net asset balances, Division surpluses, and incentives for positive revenue generation.

Endowment Trustee Report, *EBD #13.1*
EB Member Schneider requested to pull the report from consent agenda for a brief discussion.

EB Member Schneider asked why the report does not reference why the book value of the endowment has dropped. Senior Trustee Gonzales noted that in exhibit 2 & 3 in the report, the book value represents the amount of money put into the endowment and the amount of withdrawals from the

endowment. EB Member Schneider requested that future reports have updates on the return of the transfers and what is deposited into the endowment.

EB Member Neal asked if the Endowment report breaks down the balances for Divisions. Senior Trustee Gonzalez noted this information is available and will include it in future reports.

The ALA Executive Board adjourned to closed session.