

**Section 10 – Managing Major Process Areas**

**Budget and Finance**

Staff Contact: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036

The budget aligns the activities of the division and with the [2016-17 Strategic Directions](#) adopted by the Board: 1) Provide targeted, high quality professional and leadership development opportunities, 2) Create a welcoming and inclusive community for members and potential members, 3) Be a model for innovation (see). The budget is developed, managed, and monitored by the LLAMA Treasurer and the Executive Director, with ongoing oversight by the Board.

In January, staff will develop a first budget projection based on historical data and initial section/committee plans for the year. The budget will be revised until the final version is submitted to ALA in July, after the Annual Conference.

Standard budget areas include:

- Administration
- Board and Committee support
- Membership development
- Education and special events at Midwinter/Annual Conference
- Online continuing education
- Communications and marketing
- Awards

Generally, the only time a committee needs to submit a budget request is if it is planning a program or special project. See **Planning and Producing an Annual Conference Program or Preconference** and **LLAMA Innovation Fund** below.

**PLEASE NOTE:** sections and committees can neither incur expenses that have not been approved, nor sign a contract/financial agreement on behalf of LLAMA. All expenses must be approved during the budget process, and only staff can sign a contract.

### LLAMA Innovation Fund

The LLAMA budget includes an innovation fund that is used to support the development of new ideas, products, or services that will better serve our members. The fund is supported by interest earned from the LLAMA Endowment and revenue earned from annual operations. Any section or committee can submit a funding request via the below form.

Forms can be submitted at any point during the fiscal year (Sept 1–Aug 31). The Treasurer and Executive Director will compile review requests and make funding recommendations to the Board and Executive Committee. For selected projects, staff will work with the section/committee to finalize the budget and fund the project.

### Budget Development Calendar

#### December

- ALA issues budget instructions for fiscal year beginning September 1

#### January

- Staff works with Treasurer on initial budget assumptions/numbers
- ALA Midwinter Meeting, program budget requests due

#### February

- Staff/Treasurer update budget based on Midwinter reports and any section/committee funding requests
- Staff submits budget, overview, strategic/financial plans

#### March

- Staff budget hearing with ALA management

#### April

- Staff presents budget at ALA BARC meeting in Chicago

#### May/June

- Staff refines budget based on current year projections

#### June

- Annual Conference, treasurer presents budget at Board meeting

#### July

- Staff/Treasurer update budget based on Annual Conference reports and any section/committee funding requests
- Staff submits final budget to ALA



**LLAMA Innovation Fund Budget Request**

Staff Contact: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036

The LLAMA Innovation Fund supports the development of new ideas, products, or services that will better serve our members. If your group would like to request funding for such a project, please complete this form and send to the LLAMA office. For potential projects and/or new areas for development, see the [2016-17 Strategic Directions](#).

(Copy/paste form and use as much space as needed to describe project)

**Brief Description of the Product or Service Idea:**

**Proposed by (section and/or committee):**

**Outcome (what difference will the project make and what is the intended audience?):**

**Start Date and Duration of Project/Tactic:**

**Budget (itemize rev/exp and attach separate sheet if necessary)**

Revenue Estimate (registration fee, product sale, sponsorship, etc):

Expense Estimate (development cost, presenter/consultant fee, marketing, technology purchase, etc):

**Ability to Re-purpose for New Audience (use content for webinar, online course, publication, etc.):**

**Potential Partners that Could Strengthen the Project (either internal or external to ALA):**



## Leadership Orientation

### **Planning and Producing an Annual Conference Program**

Staff Contact: Fred Reuland, [freuland@ala.org](mailto:freuland@ala.org); 800-545-2433, ext.5032

For program/preconference proposal forms see:

<http://www.ala.org/llama/llama-conference-program-planning>

LLAMA programs begin when LLAMA members identify an issue, practice, or idea potentially interesting to LLAMA members and the greater library community. Successful programs generally are the product of a group effort; with advice contributed by committee members and other interested people. Programs are an essential component of the LLAMA mission of continuing the education of all librarians at every level and in every aspect of librarianship.

#### LLAMA Program Committee

Most LLAMA programs presented at ALA Annual Conferences are organized and sponsored through sections, committees and discussion groups. Some programs, like the President's Program, are managed at the division level. All programs must be submitted to the [Program Committee](#) using the program proposal form (see link below). The committee will evaluate the proposals, suggests improvements, and approves the final list of programs.

During the All Sections meeting at each conference, members Program Committee will be available to discuss program proposals and answer questions.

#### Program Chair (or co-chairs)

On the proposal form, the sponsoring entity designates a program chair (or co-chairs) to oversee development of the program and to be responsible for all communication. The program chair is the primary contact person between the Program Committee, LLAMA office, and program speakers.

**To propose a program, email the completed form to:**

**2016-17 Program Committee Chair**

Anne Langley

The Pennsylvania State University

[anne.langley@gmail.com](mailto:anne.langley@gmail.com)

Steps for Program Chairs/the Program Proposal Process:

1. Obtain a program proposal form on the LLAMA website:  
<http://www.ala.org/llama/llama-conference-program-planning>
2. Programs intended for presentation at Annual Conferences should be discussed with a committee representative at the Annual Conference one year prior to the date of the program. Pre-conferences should be presented at the Midwinter Conference eighteen months prior to the date of the pre-conference.
3. LLAMA uses the same program proposal form for programs and pre-conferences. Complete as much of the form as possible, with particular attention to all of the elements in section one of the form identified below. If the program proposal is recommended for presentation, the program chair will be asked to send a complete electronic version of the proposal form to the chair of the Program Committee as soon as possible after the Annual Conference. Complete the form according to the instructions included on the form. Particularly important aspects of the proposal are all of the elements listed in section one, "Basic Program Information":
  - a. Complete contact information for the program chair (the person designated to deal with the LLAMA Office and the Program Committee on the program).
  - b. Complete identification of the sponsoring committee and section.
  - c. Title—this should be succinct and, if possible, catchy and distinctive.
  - d. 75 word maximum description—this should tell what the program is about in the clearest possible language.
  - e. Purpose and objectives of the program.
  - f. Diversity-related issues in the program—diversity refers to all the differences between us, whether differences of ethnicity, gender, age, social status, national origin, sexual identification, political outlook, wealth, etc.

- g. Target audience: LLAMA tries to appeal to librarians from across the profession. Programs that address different library types as well as diverse user populations are encouraged.
  - h. Audience size – the Program Committee will be able to advise on the likely size of the audience.
  - i. Preferred program day and time – please note no-conflict times.
4. Although not included in section one, the program chair should have an estimate of the program budget. This can be revised after the initial program proposal.
5. Approvals by the sponsoring committee and section chair are required. In the current version of the electronic program proposal form there is no provision for electronic signatures. Including the committee and section chair contact information at the time the proposal is submitted signifies the approval of the sponsoring section and committee chair. There is a check box on the form indicating that the appropriate approvals have been obtained. It is the responsibility of the program chair to secure the approvals before submitting the proposal.
6. Sections two through seven of the form include the outline; speaker information; budget; program format, room configuration and technology needs; co-sponsorships and endorsements; and publicity. These sections may be completed after the program is proposed to the Program Committee one year prior to the program, but in any case should be complete or well in hand by the Midwinter Conference six months before the program is given.
7. Programs with many speakers, unusual formats, complicated technology, and/or large budgets pose challenges. If possible, discuss the proposal with the chair of the Program Committee before proposing program with these qualifications.
8. If possible, send the program proposal form to the chair of the Program Committee and/or the ALA Office before the Annual Conference and be prepared to discuss the program with a committee representative at the All Sections meeting

9. Be prepared to discuss the basic elements of your program at the All Sections meeting with a representative of the Program Committee. Committee representatives will be rotating from one section table to another, so please try to keep your conversation with them to 10 minutes or less. The Committee representative will ask for a budget estimate, which is necessary for planning purposes, and may have suggestions for areas needing clarification or further development. The Program Committee is also a resource for feedback about program organization, overlap with other programs, ideas for speakers or co-sponsorships and budget guidance.
10. At an online meeting in the months following ALA Annual, the Program Committee will either:
  - a. Approve the program as it has been presented.
  - b. Request further development of the program and ask for reports on progress making the changes. This may include suggestions to:
    - Combine with another similar program also in development
    - Obtain co-sponsorship from another LLAMA or non-LLAMA section or committee
    - Pick another program time slot
    - Recommend development of the program idea into a pre-conference program
    - Recommend developing the program as a webinar or other web content.
  - c. Decline to recommend approval of the program. This means the program will not be forwarded to the LLAMA Board and will not be recommended for approval. Withholding approval is rare, but happens for such reasons as: a similar program was presented at a recent conference; the topic is not of broad enough interest to attract a minimum audience, the idea is too vague, or the idea is inappropriate for LLAMA.
11. The Program Committee will have representatives available at the All Sections Meeting at the Midwinter Conference preceding the program. At this time the program proposal form should be complete (or nearly so) and the budget in place.
12. Program Chairs are encouraged to require outlines from all speakers and draft hand-outs in advance, to assure quality program organization and content. Handouts and slides should be made available on ALA Connect.

The sponsoring committee, section or group is required to conduct an evaluation of each program. Evaluation forms can be designed specifically for a program, or the standard LLAMA Evaluation Form can be used or tailored. This form is available on the LLAMA web site at "LLAMA Forms". Program Chairs should collect evaluation forms and provide an evaluation summary to the Committee immediately following the program.

### A Special Note About Preferred Program Day/Time

In coordination with ALA Conference Services, LLAMA staff will request meeting space for all approved programs. ALA staff will work to schedule the program at a specific date/time if requested; however, programs must be spread evenly throughout the conference schedule (Saturday-Monday), so occasionally the requested program slot is not available. Many LLAMA programs and special events are scheduled at the same time every year: the President's Program, awards programs, PR Xchange, etc. See a typical Annual Conference program schedule below.

### A Special Note About Requesting Program Audio/Visual

In coordination with ALA Conference Services, LLAMA staff will request A/V for all approved programs. The standard ALA A/V set for all programs is a head table with microphone and LCD projector with screen. Additional A/V can be requested via the program proposal form, but it cannot be guaranteed due to the very high cost of A/V at convention centers. **Please note:** A/V requests must be included on program proposal form and submitted on time. Under no circumstances will A/V be added to a program after the ALA A/V deadline has passed.



## Leadership Orientation

### Typical ALA/LLAMA Annual Conference Schedule

#### **Friday**

Full/half-day    Preconference 1  
Full/half-day    Preconference 2

#### **Saturday**

8:30-10:00      Program Slot  
10:30-11:30     Program Slot  
10:30-12:00     LLAMA President's Program  
1:00-2:30        Program Slot  
3:00-4:00        Program Slot  
4:30-5:30        Program Slot

#### **Sunday**

8:30-10:00      Program Slot  
11:00-1:30:00   PR Xchange (exhibit floor)  
1:00-2:30        Program Slot  
1:00-2:30        ALA/IIDA Interior Design Awards  
3:00-4:00        Program Slot  
3:00-4:00        FRFDS Fund Fare  
4:30-5:30        Program Slot  
4:30-6:00        John Cotton Dana Awards Reception

#### **Monday**

8:30-10:00      Program Slot  
10:30-11:30     Program Slot  
1:30-4:00        ALA/AIA Library Building Awards  
3:00-4:00        Program Slot  
4:30-5:30        Program Slot

**See below for a typical Annual Conference  
Program/Preconference Planning Calendar**

### **Planning and Producing an Annual Conference Preconference**

Staff Contact: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036

LLAMA welcomes proposals for preconferences at Annual Conference. Like programs, preconference proposals are submitted by division or section committees and go through the regular vetting process with the Program Committee. Unlike a regular program, a preconference has a registration fee. Follow the steps above to submit a preconference proposal, and please pay particular attention to the following:

#### Preconference Day/Time

Preconferences take place on the Friday of an ALA Annual Conference and can be a full day or a half-day. Afternoon half-day sessions are encouraged due to lower costs for breaks and because they allow some attendees to arrive Friday morning rather than Thursday night, which saves a hotel night and tends to increase attendance.

LLAMA staff will request meeting space for all approved preconferences.

Due to the staff support required, LLAMA will approve no more than three preconferences at an Annual Conference, with one of those being the traditional BES library tour.

#### Preconference Budget

Once a preconference has been approved, the organizer will work with the executive director to establish the budget and registration fees.

Preconference registration fees must cover the following:

- Audio Visual: one of the biggest costs, generally \$1,500 depending on the conference location.
- Food and Beverage for full day: morning and afternoon breaks, generally \$25-30 per attendee. Lunch is not budgeted as it greatly increases registration fees and lunch is available in the convention center. For a half-day preconference: either no break or very light afternoon break, i.e., coffee and cookies.
- ALA Overhead: a percentage of the registration fee paid directly to ALA, generally around 25% though changes annually. For example, \$25 of a \$100 registration fee is paid to ALA in overhead. The \$75 remainder must cover all other costs.

- Speaker fees: generally there is only a speaker fee/travel reimbursement if an outside speaker or consultant is part of the presentation. Any speaker fees must be approved as part of the preconference proposal. ALA members are generally not paid a speaker fee.
- Profit: preconferences should generate a small profit to cover staff time, marketing, etc. They are not planned to only break even.

### Canceling a preconference

LLAMA will not cancel a preconference unless registration is extremely low, i.e., fewer than 15 registrants. Canceling a preconference frustrates attendees, speakers, and planners, and undermines LLAMA's reputation for providing quality programming. It is a last resort. However, when faced with the prospect of losing thousands of dollars, a cancellation sometimes becomes necessary. In that event, LLAMA will offer attendees free registration to another event.

## **Typical Annual Conference Program/Preconference Planning Calendar**

Program chairs are responsible for managing the development of the program/preconference according to the following schedule. All forms should be submitted electronically to both the LLAMA Program Committee chair and the LLAMA office, if possible, in advance of meeting with the Committee.

Late June:

- ALA Annual Conference
- Program planners discuss proposals with the Program Committee
- Program Committee reviews program/preconference submissions for next Annual Conference

Summer-Fall:

- Program Committee meets and discusses proposals. The committee chair then communicates with the program chairs any updates and changes suggested to the program proposal form as appropriate. The Program chairs update the program proposal form and communicate any changes with the chair of the Program Committee.

August:

- **Midwinter Institute proposals due**

September:

- **Annual Conference preconference proposals due**

October:

- Staff contacts preconference planners about budget and registration fees
- ALA deadline for initial Annual Conference program submissions

November:

- Preconference budgets and registration fees finalized
- Staff submits Ticketed Event Forms to ALA for preconferences

December:

- Initial Annual Conference program schedule sent to staff, planners

### January:

- Annual Conference registration opens
- ALA Midwinter Meeting: versions of the program proposal form that include any changes made during the year should be submitted to the Program Committee before Midwinter. Committee members will be available at the All Sections meeting to discuss any last minute changes and/or housekeeping issues as well as final wording on the form, such as the 75 word program summary. If changes are made at this time, a final version of the form should be presented immediately following the conference.

### February:

- ALA deadline for all Annual Conference program submissions
- Updated Annual Conference program schedule sent to staff, planners

### March:

- **March 1: ALA deadline for complete program descriptions, speakers, A/V requests**
- **After March 1 changes cannot be made to the printed program book; changes to program descriptions can be made in the ALA Online Scheduler**
- **After March 1 changes cannot be made to A/V requests**

### April:

- Final Annual Conference program schedule with room assignments sent to staff, planners

### May:

- Staff continues to update preconference planners on registration

### June:

- Staff submits food and beverage orders for preconferences and special events
- Staff sends confirmation emails to all preconference attendees, including room location, logistics, registration information, etc.

### Late June:

- ALA Annual Conference

### **Planning and Producing a Webinar**

Staff Contact: Fred Reuland, [freuland@ala.org](mailto:freuland@ala.org); 800-545-2433, ext.5032

Since 2010, LLAMA's webinar program has grown exponentially each year and now reaches more than 1,000 registrants annually, making it LLAMA's largest revenue source after membership dues.

LLAMA webinars are managed by the Continuing Education Program Officer, with support from the Continuing Education Development (CE) Cmt.

#### Webinar Proposals

A call for proposals is publicized 2-3 times per year, usually before Annual conference and Midwinter Meeting, but may be publicized more frequently if needed. The form is available on the LLAMA website at <http://www.ala.org/llama/webinar-proposal-form> Proposals may be submitted by anyone at any time, but may not be reviewed until just before Annual or Midwinter.

Completed webinar proposal forms are submitted online and are automatically forwarded to the Continuing Education Program Officer and the chair of the CE Cmt.

Proposals submitted by LLAMA division-level or section-level cmts are usually given preference in the approval process. LLAMA sections are expected to propose at least one webinar a year.

All proposals are carefully reviewed by the CE Cmt. and are either accepted, rejected, or sent back to the proposer with suggestions for improvement. The CE Cmt and/or staff may also actively recruit additional webinar presenters for specific topics or a series.

#### Producing a Webinar

After a proposal is approved, the CE program officer works with the webinar sponsor or presenter(s) to select a date for the webinar and then works closely with presenters throughout the production process.

"LLAMA Webinar FAQ's," a guide for presenters, contains more information about how to produce a LLAMA webinar. It is available online at:

[http://www.ala.org/llama/sites/ala.org.llama/files/content/llama\\_webinar\\_faq\\_pdf\\_10416.pdf](http://www.ala.org/llama/sites/ala.org.llama/files/content/llama_webinar_faq_pdf_10416.pdf)

### Committee Appointments

Staff Contact: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036

In LLAMA, there are two levels of committees:

- Division level committees: focus primarily on business areas of the division, i.e., membership, programs, fundraising, etc. (see Section 1).
- Section level committees: focus primarily on producing value for section members, i.e., programs, continuing education, awards, current trends, leadership development, etc., (see Section 2).

For both levels of committees, appointments take place in the spring/early summer for terms beginning July 1. The division President-elect and section Vice-chairs are responsible for appointing committee chairs and members. The entire committee volunteer/appointment process is online, and begins each year in March. Staff will send appointing officers instructions for accessing the database and making appointments.

The 2016-17 appointing officers are:

- **Pixey A. Mosley**, LLAMA President-elect
- **Consuella A. Askew**, Assessment Section Chair-elect
- **Kevin F. Huse**, Building and Equipment (BES) Chair-elect
- **Adelle Hedleston**, Fundraising and Financial Development (FRFDS) Chair-elect
- **Laura Lillard**, Human Resources (HRS) Chair-elect
- **Jessame E. Ferguson**, Library Organization and Management (LOMS) Chair-elect
- **Elsbeth Olson**, New Professionals Section (NPS) Chair (Different appt process for spring 2014)
- **Holly Flynn**, Public Relations and Marketing (PRMS) Chair-elect
- **Jennifer A. Diffin**, Systems and Services (SASS) Chair-elect

Terms for committee chairs are generally one year beginning July 1. For committee members, terms are generally two years beginning July 1. Nominating committees are an exception, as their chairs/members can only serve one year.

Active committee members can be reappointed for another two-year term. Committee members should not serve on a single committee for more than five years (generally two terms as a member and one term as a chair).

### Appointments Calendar

#### March:

- Staff updates ALA appointment database with new volunteer form, new appointing officers, new/changed committees, etc.
- Staff opens volunteer form
- Staff uses direct email, website, social media, etc., to encourage members to volunteer for a division or section committee using the electronic volunteer form. (The vast majority of volunteers submit their form during the first two months that it's available.)
- Appointing officers review instructions, talk to current president/section chairs for advice

#### April/May

- Appointing officers make the bulk of appointments

#### End of May

- Publicized deadline for volunteers to apply, though form will stay open

#### End of June

- ALA Annual Conference, appointments should be nearly complete

#### July

- July 1, terms begin for new and reappointed committee members and chairs
- Appointment database remains open for late appointments or members that need to be added to a committee outside the normal process

#### December

- December 1, appointment process closes

**Nominating Committees and Elections**

Staff Contact: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036

Nominating Committees

Nominating Committees are appointed by the division President-elect and section Vice-chairs to select candidates and submit election slates for the division/section level executive committees. Nominating Committee members serve only a one-year term, they cannot be reappointed, and their task is complete when the slate is submitted.

**A special note about section Executive Committee slates:** some section Nominating Committees will only need to select a candidate for Vice-chair, because the section Executive Committee only includes three positions: Vice-chair, Chair, and Immediate past chair. Some sections also have a Secretary and/or Director(s)-at-Large. Nominating Committee chairs should consult with the section Chair to determine how many vacancies need to be filled. Section Executive Committee rosters can be found from links in the "Sections" part of the website: <http://www.ala.org/llama/committees/sections>

2017 ALA/LLAMA ELECTION SCHEDULE:

- |                     |  |
|---------------------|--|
| Sept 2016           | Staff sends election information to division/section nominating committees               |
| Oct 3, 2016         | Candidate database open; ongoing candidate use through January 22                        |
| Fall 2016           | Candidate recruitment, ongoing entry of candidate bios in candidate database             |
| December 31         | LLAMA/Section slates final, if possible  |
| Jan 20-24           | ALA Midwinter Meeting Atlanta (slates provided to LLAMA Board as informational document) |
| <b>Jan 24, 2017</b> | <b>Last day for candidates to enter information in candidate database</b>                |



## Leadership Orientation

Jan 31	Deadline for LLAMA staff to convert candidate data into ALA ballot format. <b>Note:</b> staff checks accuracy of candidate names, Nominating Committee members, etc.; does not edit candidate bios/statements
Feb-Mar	ALA compiles full ballot for distribution to members, tests data
March 15	Polls open
April 21	Polls close
April 28	ALA Election Committee certifies election, results released
April 28	LLAMA staff contacts candidates with results

### The LLAMA Website

Staff Contacts: Kerry Ward, [kward@ala.org](mailto:kward@ala.org); 800-545-2433, ext.5036; or Fred Reuland, [freuland@ala.org](mailto:freuland@ala.org); 800-545-2433, ext.5032

The LLAMA website is organized to meet three primary goals:

- to provide information about the organization
- to provide resources for people interested in the work of the organization
- to provide value added content via a Members Only section

The website is managed by the LLAMA staff using ALA's content management system, Drupal. The basic site design – homepage, landing pages, menus, etc. – must use ALA's standard template. The homepage includes rotating slides highlighting LLAMA services, the latest press releases, and links to the rest of the site and ALA. The landing pages for sections and committees include the charge of the group, roster, and links to more information.

### Making Changes to the Site

There are two ways to update the website:

**LLAMA Staff:** Sections and committees are encouraged to review their relevant web pages on a regular basis and to request changes or updates as necessary. It is generally most efficient if one member of the section/committee is assigned with this task and communicates with staff. To request a change, send a link to the appropriate page along with the new or revised verbiage and/or links to be changed. Staff can usually update pages within two business days. **Please note:** the staff will work to accommodate requests for major site changes, i.e., section or page redesigns, overhaul of information architecture, etc., but will need to work with a web designer in order to complete the project.

**Section/Committee Volunteers:** Sections and committees are welcome to appoint a member to serve as their website coordinator, who will then be responsible for making changes and updates to the site. This can be more efficient because changes will not have to go through staff. Once appointed, the web coordinator will receive basic online training with Drupal and get access to the LLAMA website.