

**EBD #2.2
2013-2014**

**MINUTES
ALA Executive Board Meeting
2013 Fall Meeting**

**October 25-27, 2013
Chicago, IL**

American Library Association

Volume 18

AMERICAN LIBRARY ASSOCIATION

Executive Board Meeting 2013 Fall Meeting

American Library Association Carnegie Room – ALA Headquarters Chicago, Illinois

The ALA Executive Board met in the Carnegie Room of the ALA Headquarters in Chicago, Illinois from October 25-27, 2013.

PRESENT: President Barbara K. Stripling; President-elect Courtney Young; Treasurer Mario Gonzalez; Immediate Past President Maureen Sullivan; Executive Director Keith Michael Fiels; Executive Board members: Robert Banks, Dora T. Ho, Alexia Hudson-Ward, Sara Kelly Johns, John A. Moorman, James G. Neal, Michael Porter, and J. Linda Williams.

The agenda (2013-2014 EBD #9.1.1) is attached as Exhibit 1.

Session One

The Board convened at 9:00 AM on Saturday, October 26, 2013, with President Barbara K. Stripling presiding.

Agenda Approval

By consent, the Executive Board approved the agenda for the 2013 Fall ALA Executive Board Meeting, allowing time for a closed session discussion of the fundraising portion of the Development Office Report (2013-2014 EBD #9.1.1 Exhibit 1). *Consent agenda*

Report Out of October 25, 2013, Board Effectiveness Session

President Barbara Stripling reported on the October 25, 2013, Board Effectiveness Session, which featured an exercise that identified the Board's highest priorities for the association that will lead to creating a more effective, future-oriented organization. The Board came to a consensus on several areas:

- Align structure with mission.
- Identify duplication and refine structure to be more efficient and effective.
- Develop programming directly for the public (author talks, book reviews, personal skill development).
- Continued and strong Spectrum Scholarship Program effort/and beyond.
- Technology plan (including social media) to support the strategic plan.

In addition, the Board plans to hold a retreat before the 2014 Midwinter meeting to further examine this topic and to formulate a plan to move the association forward.

Procedural/Consent Items

The Executive Board approved the following items:

By consent, approved the 2013 ALA Annual Conference Executive Board Meeting Minutes and Vote Tally (2013-2014 EBD #2.1 and EBD #1.2, Exhibits 2 and 3).

By consent, confirmed the Executive Board conference call votes from the September 17, 2013, call (2013-2014 EBD #1.3, Exhibit 4). During that call, the Board voted to approve the appointment of J. Linda Williams to fill the Executive Board vacancy left by the departure of Sylvia K. Norton who resigned to serve as Executive Director of the American Association of School Librarians (AASL). Williams will serve through the Executive Board Session II of the 2014 Midwinter Meeting in Philadelphia, PA.

By consent, accepted the following reports: President's Report (2013-2014 EBD #7.1, Exhibit 5); President-elect's Report (2013-2014 EBD #7.2, Exhibit 6); Executive Director's Report (2013-2014 EBD #12.1, Exhibit 7).

Endowment Trustees Report – EBD #13.1 (Exhibit 8)

Rodney Hersberger, Senior Trustee of the Endowment Trustees, made the following points:

- Despite ongoing threats of a federal government shutdown, the stock market continues to improve, with earnings and equities particularly strong.
- As of September 30, 2013, the ALA Endowment Fund is at \$35,649,554.
- In the last five years, the portfolio has diversified, going from primarily stocks and bonds, to more sophisticated investments, such as real assets, convertible bonds, and a hedge fund. As the portfolio grows, there are more opportunities for diversity.
- The Endowment Trustees are asking for an additional Trustee to be named, as Article 9 of the ALA Constitution allows the Executive Board to appoint up to six members to the Endowment Trustees. An additional member will bring the total to five. A resolution will be brought before the Board during the Finance and Audit Committee discussion of the Fall Executive Board meeting.
- The Endowment Trustees accepted the Margaret Edwards Trust at its recent meeting. It will exist as a separate endowment, but will be administered as part of the ALA Endowment Fund.

When asked why the Manager Composite Performance data for the ALA Endowment Fund is from June 30, 2013, rather than a more recent date, ALA Senior Financial Analyst Keith Brown explained that the data is presented to the Board on a quarterly basis, which gives a more accurate picture of Endowment performance over time than would monthly snapshots.

National Summit on the Future of Libraries (President's Report) – 2013-2014 EBD

#7.1 (Exhibit 5)

Barbara Stripling gave an update on the National Summit on the Future of Libraries, to be held in May 2014 in Washington, DC.

- ALA is currently working on obtaining an off cycle grant through the Institute of Museum and Library Services (IMLS) to cover costs.
- Patricia H. Smith (ALA Member and Executive Director of the Texas Library Association) and Julie Todaro (ALA Member and Dean of Library Services at Austin Community College) will serve as co-chairs, and Nancy Bolt (ALA Member and President of Nancy Bolt & Associates) will serve as the coordinating liaison.
- Attendance will be by invitation only, with a broad section of the information and library fields invited and with varying viewpoints represented.
- The Summit will require pre-reading that will focus on trend documents from the International Federation of Library Associations (IFLA) and the Aspen Institute.
- The Summit will run for one and a half days (half of Friday and the Saturday before Legislation Day) and will feature provocative speakers from both outside and inside the library field. Current ideas for speakers include a futurist, someone to speak on the changing demographics of the United States, and someone to discuss the changing nature of literacy. Board members are encouraged to submit other ideas. Each speaker will be followed by a discussion session, the results of which will feed into the planned Center for the Future of Libraries.

Budget Analysis and Review Committee (BARC) Report – 2013-2014 EBD #3.1

(Exhibit 9)

Patricia Wand, BARC Chair, and ALA Treasurer Mario Gonzalez reported on the BARC meeting held on October 17-18, 2013.

FY2013 Budget and Vote on FY 2014 Budget

- At its recent meeting, BARC decided that the three executive Board members on BARC will be assigned as staff liaisons to the same committees/divisions/round tables for both BARC and the Executive Board. This will increase efficiency and save ALA staff time.
- Due to a reduction in expenses across ALA units, the 2013 fiscal year budget closed with a net revenue of \$296,773 over expenses. Total ALA revenues for the period were \$49.8 million, which is (-5.5%) or \$2.9 million less than the budget of \$52.6 million. BARC agrees with the Finance and Audit Committee that staff compensation should be given the highest priority in light of the positive net revenue over expenses.
- For some units, revenues were over projections in the 2013 fiscal year budget, including *ALA TechSource*, *American Libraries*, and *Booklist*.

On the recommendation of Finance and Audit, the Executive Board

Voted to to approve the FY 2014 Total ALA Budget as outlined in 2013-2014. EBD #14.2

Voted that if FY 2014 budget results are better than anticipated, staff compensation be the first priority. EBD #14.2

Educational Materials

- BARC discussed efforts to provide additional educational materials to the membership to better understand ALA's finances. Five webinars have been created that focus on specific procedures and processes that will help member groups develop and monitor their budgets. In addition, ALA Senior Financial Analyst Keith Brown created a guide entitled "How to Read the ALA Performance Report." The guide is currently in draft form, but the next step is to prepare it for ALA round table use. Once it is finalized, it will appear on the ALA Treasurer's website.
- Patricia Wand and ALA Treasurer Mario Gonzalez attended the October 25, 2013, Division Leadership meeting to provide an orientation on ALA Financial practices and to answer questions.
- BARC is in the beginning stages of creating a finance handbook. Ideally it will be interactive, but it will start as a PDF with links to all documents related to finance from the Executive Board, BARC, the Finance and Audit Committee (F&A), and division leaders.

Length of Planning and Budget Assembly (PBA) and Division Leadership/BARC Meetings

- BARC believes the PBA meetings should be shorter and more efficient. They recommend reducing the meeting time to one hour. In addition BARC believes the Division Leadership/BARC meetings should be shortened from one hour to 30 minutes.

On the recommendation of Finance and Audit, the Executive Board

Voted that the Planning & Budget Assembly (PBA) meet for one hour during the 2014 Midwinter Meeting and discuss how the Assembly can be more effective in meeting its charge and addressing the financial issues of ALA. BARC will meet with Division leaders for 30 minutes immediately following the PBA. EBD #3.1

Planning and Budget Assembly (PBA) Agenda

- BARC discussed the current status of the Planning and Budget Assembly (PBA) and noted that it is a valuable forum that discusses important issues, such as the Spectrum Scholarship Program and diversity. BARC recommends creating a specific agenda for PBA that includes input from members. BARC will send Council the prepared list of ten years of PBA agendas and discussion for its review.

A Board Member noted that members elected to PBA often anticipate that they will be involved in planning, but, in reality, little actual planning occurs during the assemblies. In the past, there was more focus on upcoming initiatives of the President-Elect. Recent PBA meetings have consisted primarily of budget updates that may have already been presented in other forums, such as Council. In response, it was noted that while the President-Elect will present her initiatives at the upcoming PBA, the PBA charge is budget-focused, and this is why budget review makes up a large portion of each. In addition, many members of the PBA are not Council members and have no other opportunity to receive in-depth budget updates.

A Board Member stated that the idea of a fixed agenda for the PBA is prescriptive and unnecessary and the Executive Board should not participate in agenda setting.

A Board Member expressed concern that members not present at the PBA do not receive pertinent budget information. Keith Fiels explained that ALA is now looking at ways to distribute budget information to the larger membership.

On the recommendation of Finance and Audit, the Executive Board

Voted against the recommendation that the PBA agenda for the 2014 Midwinter Meeting include the 2013 Financial Results, the 2014 Budget, the 2015 Budget Assumptions, and the Treasurer's Report with time for questions/discussion. EBD #3.1

Report from the Nominating Committee for the 2014 ALA Election – 2013-2014 EBD #10.1 (Exhibit 10)

Stephen Matthews, Chair, ALA Nominating Committee for the 2014 Election, participated via conference call to present the committee's report. The Board had already received the slate of candidates for ALA President and Councilor-at-Large in September.

Matthews noted that the committee was engaged, thoughtful, and productive, and developed slates that will serve the ALA well.

The Committee initially planned to choose 51 candidates, with two to four others added due to possible attrition. In the end, the committee chose to include all 61 candidates who filled out the form. The reasons for this are twofold. Firstly, this is the first year in several that the committee considered sitting councilors (those with terms ending in 2014) for a place on the official slate. Secondly, some of the candidates were not directly recruited by the Nominating Committee, but they filled out the form and it was decided that they deserved full consideration.

The Committee was disappointed by the low numbers of responses received from their contact with ALA Divisions and Roundtables and discussed ways to create a more identifiable path from divisions/Round Tables to ALA Leadership.

The Committee believes that future committee communication should target divisional presidents-elect, because these leaders are making appointments and may be able to put forward possible candidates. It may also be helpful to work with State, Division, and Roundtable Councilors to make the case for ALA leadership to their boards, committees, and members.

The Committee wants to make it easier for members to find the nominating form, and submit it. Perhaps from May until mid-August there could be a prominent button on the ALA website that encourages members to express their interest in running.

A Board Member inquired about the possible overlap of the Nominating Committee's slate of candidates and the Committee on Executive Board candidates. Due to the fact that the committees work separately and have different deadlines, overlap is inevitable.

A Board Member asked if a diversity breakdown of the candidates is available. It was explained that, while Nominating Committee members made an effort to produce a diverse slate, there is no way for candidates to self identify, making it difficult to produce a definitive breakdown. However, the Board can have a discussion on whether or not candidates should be asked demographic information on the form, for future elections.

It was noted that with the increasing international reach of ALA, more candidates will and should be from outside North America.

Finance and Audit Committee (F&A) Report – 2013-2014 EBD #4.5 (Exhibit 11)
ALA Treasurer Mario Gonzalez reported on the Finance and Audit Committee meeting held on October 24, 2013. He was joined by Keith Michael Fiels, ALA Executive Director. Together they discussed the following:

- 403 (b) Audit Report – 2013-2014 EBD #4.2 (Exhibit 12)
 - The audit covers the consolidated results of the ALA Retirement Plan's statement of Net Assets Available for Benefits as of December 31, 2012 and 2011. Mueller and Co. reported that there were no audit adjustments, and no difficulties or disagreements with management.
 - Gary Meade of Mueller and Co. provided F&A with an update on the governing principles that they will be following during the audit with respect to the valuation of the Neal-Schuman (NS) acquisition. He noted that the principles of acquisition accounting require that the acquisition be reported at fair value. To determine ALA's current enterprise value, Mueller & Co. will work with the independent valuator Plante Moran, who will consider the possibility of a good will impairment and any write-down of intangible assets related to Neal-Schuman.

On the recommendation of Finance and Audit, the Executive Board

Voted to accept the 403(b) Audit. EBD #4.2

- FY2013 Unaudited Results Based on the 3rd Close – 2013-2014 EBD #14.3 (Exhibit 13)
 - Total ALA revenues for the period were \$49.8 million, which is (-5.5%) or \$2.9 million less than the budget of \$52.6 million, which compares to \$49.3 million last year. A contributing factor to the shortfall was lower interest income from the long-term investment fund, which was less than the budget of \$839,955 by \$318,791 (-38.0%) at \$521,164.
 - General Fund revenues for the period were less than budget by \$3.0 million (-9.5%), totaling \$28.6 million. Most of the shortfall was related to Publishing Services, which was less than budget by \$2.8 million (-17.6%) at \$12.9 million. Analyzing Publishing Services reveals that ALA Editions/TechSource accounted for most of the shortfall with revenues of \$5.0 million, which was less than budget by \$2.2 million (-30.9%). This was due primarily to lower than expected book sales for professional development and text books.

On the recommendation of Finance and Audit, the Executive Board

Voted that since the FY 2013 budget results are better than anticipated, staff compensation should be given first priority. EBD #14.3

- FY2014 Final Budget Review – 2013-2014 EBD #14.2 (Exhibit 14)
In view of the FY 2013 year-end results, FY 2014 revenue expectations are conservative. As a result, management made several modest adjustments to the budget since the Spring Executive Board Meeting, including the incorporation of approved grants received after the Spring Meeting and modest changes in several Divisions.
- Endowment Trustees Report – 2013-2014 EBD #13.1 (Exhibit 8)
F&A concurs with the Endowment Trustees and recommends increasing the number of trustees from five to six.

On the recommendation of Finance and Audit, the Executive Board

Voted to approve the increase of the number of Endowment Trustees by one, for a total of six. EBD #4.5

The Board moved into closed session to discuss confidential financial issues.

2015 Strategic Plan Implementation Report – 2013-2014 EBD #12.5 (Exhibit 15)
Executive Director Keith Michael Fiels and Sr. Associate Executive Director Mary Ghikas discussed the progress towards achieving the goals and objectives of the Association’s 2015 Strategic Plan.

- ALA is currently working on a number of important projects that pull together resources from across the Association in new and powerful combinations, including multiple online continuing education projects.
- The Strategic Plan Implementation Report is continuously updated and can be found in the Executive Board group on ALAConnect.
- Senior management is currently working on the framework for its next strategic planning endeavor. If tradition holds, a draft version of the new strategic plan will be created at the Fall 2014 Executive Board Meeting. It will then be submitted to committees and Council for discussion at Midwinter and approved at the Annual Conference in 2015. Gathering input from members is an important part of the process, and this is typically done through a member survey. A new component to the process is the idea of looking outward, which is exemplified by the 2013 Annual Conference Kitchen Table discussions. It is important to determine how the feedback collected through these types of discussions will be incorporated into the planning process.
- Senior Management is examining Division practices with regard to strategic planning to determine if a different timeline should be used, i.e. is the five year plan serving our purposes?

Approval of Programmatic Priorities – 2013-2014 EBD #12.6 (Exhibit 16)

Executive Director Keith Michael Fiels and Sr. Associate Executive Director Mary Ghikas discussed the programmatic priorities to be sent to ALA Council for approval at the 2014 Midwinter Meeting.

The Executive Board

Voted to recommend to the ALA Council the following programmatic priorities, as a basis for the FY15 budget, in line with the ALA 2015 strategic plan. EBD #12.6

- Advocacy for Libraries and the Profession
- Diversity
- Education and Lifelong Learning
- Equitable Access to Information and Library Services
- Intellectual Freedom
- Literacy
- Organizational Excellence
- Transforming Libraries

Washington Office Report – 2013-2014 EBD # 12.4 (Exhibit 17)

Emily Sheketoff, Associate Executive Director, ALA Washington Office, provided an update on activities that have occurred since submitting her written report.

- The Federal Government shutdown has ended, but there has been no progress in the budget conference. The Institute of Museum and Library Services is operating on a continuing resolution. They will be giving a percentage of the state grants to

- the states, but they will not be issuing other grant types, including leadership grants, as the budget amount is unknown.
- ALA filed comments with the Federal Communications Commission on its Notice of Proposed Rulemaking to modernize the E-rate program to support high-speed broadband for digital learning technologies and ensure all students, educators and library patrons have the tools they need to succeed in the 21st-century. Reply comments have been delayed, due to the government shutdown, but should be received by November 8, 2013.
 - Since 2010, funding for education, the Library Services and Technology Act (LSTA), and organized labor has decreased. However, this year, ALA has been successful in making it easier for libraries to access money in other existing, funded programs. This is the result of having various senators and congresspersons, across both political parties, who understand what library services and programs offer to their communities.
 - The Elementary and Secondary Education Act (ESEA) has been up for reauthorization for many years without progress. ALA wants the legislation to acknowledge the part that school libraries play in the learning environment. The House passed the Student Success Act in July 2013, and while there is some acknowledgement of school libraries, it is made up of a group of smaller bills that do not adequately address the overall education picture. The Strengthening America's Schools Act is a bill currently in the Senate, which is a more comprehensive reauthorization of ESEA and authorizes a new school library program that seeks to improve literacy in college and career readiness through effective school library programs. The bill also includes a new literacy program called "Improving Literacy Instruction" and specifically mentions public libraries as eligible entities for grants to provide children with literacy instruction. At this time, it is unlikely that either bill will pass Congress.
 - Two major teachers unions in Washington, the National Education Association (NEA) and the Association of University Teachers (AUT), passed a resolution at the NEA National Conference this summer that calls on NEA to include school libraries in its lobbying efforts around ESEA and to work with ALA and the American Association of School Librarians (AASL) to further its goals. This provides two powerful allies to ALA in the effort to get school libraries included in the final ESEA bill.
 - The U.S. House of Representatives passed the Supporting Knowledge and Investing in Lifelong Skills (SKILLS) Act. The SKILLS Act contains three of the issues relevant to the work of ALA. The first is the state workforce boards, which have been coordinated with public library practices. The second is the local workforce boards, which are required to collaborate with public libraries. The third is libraries' ability to partner with one-stops, through which most federal funding is sent. The Senate passed a version of this bill called the Workforce Investment Act of 2013, which enhances digital literacy skills; authorizes employment, education, and training programs provided by public libraries as additional one-stop partners; and authorizes the coordination of employment and training activities, and adult education and literacy activities, provided by public libraries as an Allowable Statewide Employment and Training Activity. The

funding would go from the Federal Government to the states. Therefore, libraries would get access to the funds by being part of the state plan. ALA supports both bills and believes a combination of the two bills in conference would create an acceptable final version.

- ALA supports the bill brought forward by Senator Patrick Leahy (D-VT) and Representative Jim Sensenbrenner (R-WI) called the USA Freedom Act. It would place restrictions on bulk phone and internet government surveillance, and permit companies to make public the number of FISA orders and National Security Letters received. This bicameral piece of legislation would rewrite section 215 of the Patriot Act—also called the “library provision”—and impose new limits on section 702 of the Foreign Intelligence Surveillance Act (FISA).
- Because LSTA is up for reauthorization in 2016, the ALA Committee on Legislation will be reconstituting the LSTA subcommittee after the 2014 Annual Conference .
- The Committee on Legislation is closely examining ALA’s lobbying procedures and plans to refocus on developing more grassroots communication and encouraging members to have regular contact with their elected representatives.

A Board Member asked about the status of the copyright reform hearings and the initiatives of the Copyright Office. Sheketoff noted that the Washington Office is prepared to address any legislation that may arise, due to publisher lobbying, in a collaborative way.

A Board Member asked which is the most effective form of communication for reaching out to legislators. Sheketoff responded that face-to-face communication is most effective, followed by telephone calls, followed by written communication. Online petitions have virtually no impact.

Conference Services Report - 2013-2014 EBD # 12.7 (Exhibit 18)

Paul Graller, Manager of Conference Services, reported on future sites for ALA conferences. The search for appropriate sites began in 2012 after investigating a number of cities including Austin, Boston, New Orleans, Salt Lake City, San Antonio and Vancouver. Staff recommends San Antonio for 2022 and New Orleans for 2023. The proposals from each city meet ALA’s needs for convention center and hotel facilities, a range of hotel types and price points, and transportation to and within the cities.

The Executive Board

Voted to approve San Antonio as the site for the 2022 ALA Midwinter Meeting, New Orleans as the site for the 2023 ALA Midwinter Meeting, and New Orleans as the site for the 2027 ALA Annual Conference, subject to the successful completion of all necessary contracts. EBD #12.7

Conference Survey Results - 2013-2014 EBD # 12.8 (Exhibit 19)

Sr. Associate Executive Director Mary Ghikas provided information on the Post 2013 Annual Conference Survey results.

- Analysis of 10 years of registration data indicates that 27,000 individuals had registered for one conference – but not a second conference.
- Recurring conference attendee complaints often relate to the structure of ALA conferences, including geographic distribution of the conference (and the resulting time and energy lost to travel between sessions), excessive schedule conflicts, and difficulty in finding a clear focus. As a result, several structural changes have been made over the past two to three years to make ALA conferences more inviting. These include:
 - Implementation of a Friday “Unconference” in conjunction with both the Midwinter Meeting and Annual Conference.
 - Shortening of conference sessions.
 - Changing room set-ups, and shifting away from hollow squares and theater seating, which tends to be unfriendly.
- Thousands of sessions are held at ALA conferences, resulting in both attendee frustration and problems related to budgets and efficiencies. The current method of session proposal is very inefficient. Systems exist to help organizations integrate this type of content, but none are built for content that comes from as many different sources simultaneously as does ALA’s content. The Conference Committee and an internal staff working group is examining this process and seeks to fundamentally reshape how content gets into ALA conferences. The goal is to organize content by topic, rather than by ALA unit and to have one selection body for programs.
- The Office for Research and Statistics looked at the question, “What were the three best aspects of the 2013 Annual Conference?” and found that the four top answers were sessions (38%), networking (22%), location (20%), and exhibits (20%).
- All programming at the 2013 Annual Conference was held on the core campus and both members and exhibitors agree that the outcome was very good.

A Board Member asked how a new content system would impact submission deadlines. Ghikas noted that submission deadlines vary by unit, but a more streamlined system would simplify the process.

A Board Member noted the high number of events (2800) versus programs (300). Ghikas explained that when examining the survey data, it becomes clear that there is confusion about what constitutes a program. Members often mistake discussion group sessions for programs.

Conference Conduct Statement - 2013-2014 EBD # 12.2 (Exhibit 20)

Sr. Associate Executive Director Mary Ghikas led a discussion on the Conference Conduct Statement.

Prior to the 2013 ALA Annual Conference in Chicago, a number of ALA members asked if an ALA “anti-harassment policy” for conferences existed. While ALA policy clearly affirms respect for the individual regardless of condition or group membership, it does

not voice specific guidelines for conduct based on these policies. The conversation among members on this issue, largely on non-ALA social media platforms, was followed closely. Follow up conversations were held at Annual Conference, both with individual ALA member leaders and the ALA Conference Committee.

Following the 2013 Annual Conference, a draft version of the Conference Conduct Statement was created and Andromeda Yelton, member of the LITA Board of Directors and a 2011 ALA Emerging Leader, set up a Google workspace for interested members to review the document and further discuss the issue. A substantive discussion took place, particularly around language relating to sexual identity, and members helped by identifying documents created by other conferences (mostly technology conferences). Approximately 20 members joined the group.

Members felt that language in the statement should specifically outline what happens when an ALA member makes a complaint at a conference. However, after discussions with ALA legal counsel, it was decided that it is sufficient to state, “A follow-up report will be made to individuals who report being harassed.”

It is important to note that this is not a policy, as everything contained within the statement is firmly grounded in existing ALA policy or law. If approved by the Board, the statement will be posted on the Conference website, prior to the 2014 Midwinter Meeting.

A Board member recommended removing the word “including” in the sentence, “Some behaviors are, therefore, specifically prohibited, including:” as it potentially allows an unlimited number of behaviors to be interpreted as prohibited. This change was made.

A Board member noted that the statement only covers face-to-face contact, but not online forms of harassment. It was decided that this issue would be discussed with ALA legal counsel on Sunday, October 27, prior to action.

Development Office Report – EBD #6.1 (Exhibit 21)

Kim Olsen-Clark, Director, ALA Development Office, highlighted recent activities.

- The ALA Public Programs Office, with the support of ALA Past President Maureen Sullivan, ALA Executive Director Keith Michael Fiels, and ALA Senior Associate Executive Director Mary Ghikas, received a grant of \$1.5 million from the Bill & Melinda Gates Foundation to support Libraries Transforming Communities.
- ALA was awarded a grant of \$50,000 to establish the Center for the Future of Libraries. The goal will be to provide library planners and community leaders with information resources and tools that will help them understand the trends reshaping their libraries and communities and incorporate foresight into their planning processes.
- With guidance from ALA members Dr. Em Claire Knowles and Dr. Betty Turock, the Office for Diversity and the ALA Development Office are preparing an annual fund appeal for the Spectrum Scholarship Program in November.

- The Public Programs Office continues to work with the National Endowment for the Humanities (NEH) and with other foundations to build traveling programs and exhibits for libraries across the country.
- The American Association of School Librarians (AASL), the ALA Governance Office, the Public Library Association (PLA), and the ALA Public Programs Office received grants from the Institute of Museum and Library Services (IMLS). The four projects total \$749,135 and were awarded through two IMLS programs: the Laura Bush 21st Century Librarian program, and the National Leadership Grants for Libraries program.
- Dollar General rewarded all grant proposals this year, including a grant to AASL in support of Beyond Words: the Dollar General School Library Relief Fund; continued funding for the American Dream Starts @ your library® program; and continued funding for Everybody Reads, a joint project by the Association for Library Service to Children (ALSC) and the Young Adult Library Services Association (YALSA).
- The Development Office is currently interviewing applicants to fill the vacant assistant director position. This person will continue to work on the Campaign for America's Libraries and the Library Champions program.
- ALA welcomes four new Legacy Society members: Janice Feye-Stukas, Richard Huffine, Carolyn Giambra and Larry Romans and Mike Morgan.
- ALA's 15 by 15 Campaign has reached over 25% of the \$15 million goal, and 24 more individuals have indicated that they are interested in making a gift.
- The Development Office created a new e-newsletter that thanks donors and provides updates on the 15 by 15 Campaign.
- The Development Office continues to support the I Love My Librarian award and is looking into future funding options, as the Carnegie Corporation of New York grant ends next year.
- The Development Office continues to work on the Combined Federal Campaign (CFC) and State Campaigns, which allows government employees to make a payroll deduction to a charity of choice, including ALA.

The Board ended the day with a closed session.

Session Two

The Board convened at 9:00 AM on Sunday, October 27, 2013, with President Barbara K. Stripling presiding.

PRESENT: President Barbara K. Stripling; President-elect Courtney Young; Treasurer Mario Gonzalez; Immediate Past President Maureen Sullivan; Executive Director Keith Michael Fiels; Executive Board members: Robert Banks, Dora T. Ho, Alexia Hudson-Ward, Sara Kelly Johns, John A. Moorman, James G. Neal, Michael Porter, and J. Linda Williams.

Follow-Up to Executive Board/Division Leadership Discussion Session

President Barbara K. Stripling, ALA Executive Director Keith Michael Fiels, and Senior Associate Executive Director Mary Ghikas led a discussion on the October 25, 2014, Executive Board/Division Leadership Discussion Session.

- Keith Fiels and Mary Ghikas have been working with the Division Executive Directors to determine which issues are most important to ALA members. After reviewing the outcome of the Kitchen Table Conversations, held at the 2013 Annual Conference, it is clear that the two most important issues are (1) making ALA more welcoming and (2) making it easier to become involved in ALA. Shortly after this meeting, a group will be formed that includes Division Executive Directors and Division Executive Board Members. Their task will be to come up with positive steps that can be immediately implemented.

The Board discussed specific ways to effectively engage members and get them involved in the Association. The following points were made:

- A generation gap exists among members, and younger members have an expectation that information will come directly to them, with little effort.
- ALA should take steps to more effectively push out information to relevant groups within the Association.
- Fundamentally, members look at themselves as brands and independent entities and rightfully feel that the Association should be thinking of different ways to engage with them.
- ALA must understand and navigate the ever-changing social networking landscape and utilize all available communication channels in order to reach various member groups. To effectively accomplish this requires knowledgeable staff members and/or member volunteers.
- To a certain degree, by self-identifying their inclusion in various interest groups, members are able to tailor the types of communication they receive from the Association. ALA has improved in this respect over the years.
- More and more members are forming online groups and information exchanges, outside the official ALA channels. These include Google groups and Facebook groups. Staff are starting to pay attention to these groups and participating in the work being done within them.
- The greatest challenge that the Board faces is determining how to define a process that responds to the expectations that have been created through the various community discussions. This process has to work for staff as well as members. The Board will begin to define this process by reading *The Road to Relevance* by Harrison Coerver and Mary Byers.
- Right now, there are wonderful things happening across the Association, but it is the Board's responsibility to take the lead in bringing people together to improve the Association as a whole. Often members feel connected to specific groups within ALA, but do not feel connected to the larger Association. ALA must figure out how to communicate its vision, so that members see themselves within it.

- ALA needs to be aware of two continuums. One ranges from renovation to deconstruction and the other ranges from order to chaos. The older generation tends to focus on renovation and order, but should instead focus on deconstructing what currently exists, embracing the chaotic process, and not expecting it to go in a particular direction.
- Since approximately 50% of members do not belong to a division, ALA needs to reach out to them and engage them in this process.
- There are two ways to look at vision during this process. One relates to ALA's mission and involves libraries and library services. There tends to be a consensus around this vision. The other way to look at vision involves the Association and how it should empower and engage members to fulfill ALA's mission. There is far less consensus around this vision, but it needs to be clarified during this reimagining process.
- While we cannot ignore organizational issues, members tend to be more energized by focusing on mission.
- Reorganization tends to focus on structure. This process should instead focus on revitalization and reenergizing ALA.
- ALA may need to seriously review its current mission to determine if it inspires people.
- A persistent challenge for ALA has always been whether it is an organization whose primary objective is to support libraries and library users, or whose primary objective is to support its members. The two objectives are not necessarily in conflict, but it speaks to the focus of resources and activities and the overall culture and purpose of the organization.

The discussion concluded with a commitment by the Board to schedule a retreat before the 2014 Midwinter Meeting. The goal of the retreat is to conduct an in-depth exploration of the issues discussed above, and to draft a public statement that outlines the Board's aspirations for the future of ALA. Barbara Stripling will craft specific outcomes for the retreat and send them to the Board for discussion. Prior to the retreat, the Board will participate in a group read of *The Road to Relevance*.

The Board went into closed session.

Report out of Executive Session

President Barbara Stripling reported on the October 26-27, 2013, executive sessions.

The Board heard the legal update, conducted the Executive Director's evaluation, and took the following actions:

- Recommended one Honorary Membership nominee to ALA Council for Consideration at the 2014 Midwinter Meeting. CBD #2
- Approved the roster for the Nominating Committee for the 2015 ALA Election. CBD #3
- Approved the appointment of an individual to fill the unexpired term of Robert Walton on the Endowment Trustees (through Annual Conference 2014) and to

continue for an additional three-year term to expire at the conclusion of the 2017 Annual Conference. CBD #4

- Moved to enter into an agreement with the trustees of the Margaret Alexander Edwards Trust, under which the ALA Endowment Trustees will be appointed as the sole trustees of the Margaret Alexander Edwards Trust, which will be administered in accordance with ALA Endowment policies and the terms of the trust. CBD #7
- Moved to authorize the use of the statement on ALA conference conduct, which is in accordance with existing ALA policy and existing legal frameworks, for use in conjunction with ALA conferences. EBD #12.2
- Approved the recommendation from the Accreditation Review Committee to uphold the Committee on Accreditation's decision to withdraw accreditation from the Master of Library Science Program at Southern Connecticut State University.
- Approved a one-time two percent organizational incentive for ALA employees for fiscal year 2013 and approved the restoration of the 10 percent voluntary salary reduction for ALA senior management staff for fiscal year 2013.
- Approved the continuation of a ten percent voluntary salary reduction for the Executive Director and Senior Associate Executive Director for fiscal year 2014 with the proviso that these reductions will be restored if there is a positive year-end financial outcome and that no salary reductions will be included in the fiscal year 2015 budget.

Board Effectiveness

Immediate Past President Maureen Sullivan commented on the Board's effectiveness during this meeting.

The Board adjourned at 11:33AM.