DRAFT Plan for the New Division

Core: Leadership, Infrastructure, Futures
a Division of the American Library Association

Created December 2018; last updated December 2019

Introduction

The following document is meant as a high-level proposal to create a new American Library Association (ALA) division by combining key elements of three existing divisions: Association for Library Collections & Technical Services (ALCTS), Library Information Technology Association (LITA), and Library Leadership and Management Association (LLAMA). It is not presented as a final plan, but instead as a starting point for intensive conversations among division leaders and members about not only the future of their divisions, but the future of libraries and the profession as a whole.

The potential dissolution of three long-standing divisions, representing thousands of members, is not a decision to be made lightly, and this proposal is based on many months of work by members across all three divisions working collaboratively in key process areas:

- Project Steering Committee (incoming/current/past presidents for each division)
- Activities Working Group (member activities, programming, continuing education)
- Budget and Finance Working Group (financial considerations and projections)
- Communications Working Group (communication and member/stakeholder feedback)
- Operations Working Group (governance and operations)

The working group rosters, charges, and highly detailed reports/recommendations are available in the Appendices section at the end of this document. The Steering Committee also agreed that the work of all the groups would take place within the framework of guiding principles:

Guiding Principles for Creating the New Division
- We will build upon our existing strengths
- We will focus on professional development in new, more relevant and meaningful ways
- We will enable open, flexible, and straightforward member engagement
- We will simplify and streamline processes
- We will ensure a governance and coordinating structure that enable members and staff to be effective, engaging in meaningful and productive work
- We will empower member engagement
- We will adopt a new mindset
- We will optimize use of division staff time
- We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
- We will be a model of innovation within ALA

Finally, we believe a conversation on how best to engage our members in the future is critical, because it is taking place within the broader context of a possible ALA reorganization. The Steering Committee on Organizational Effectiveness (SCOE) has been meeting since Fall 2018, and preliminary recommendations are being presented to the ALA Executive Board in October 2019. If the recommendations are adopted by Council, they would be implemented in FY22. Recommendations will be presented in four areas: governance, volunteer structure, assemblies, and divisions/round tables.

Project Summary

The idea to create one division began in the Fall of 2017 with the creation of a Steering Committee comprised of the ALCTS, LITA, and LLAMA Presidents, Presidents-elect, and Executive Directors. This group began meeting regularly and realized how much overlap in strategic mission, continuing education, and topical interest there is between the three divisions. After reviewing a range of models, the Steering Committee concluded that developing plans for a new division needed further exploration.

Each division Board met individually at the 2018 Midwinter Meeting to review the concept and to discuss the pros and cons of such a reorganization. From those meetings, the divisions agreed to continue discussions.

The divisions created an ALA Connect community – ALCTS/LLAMA/LITA Alignment Discussion – to provide a central place for members to learn more about the possible project and to have ongoing discussions with each other and with member leaders. An online survey for the members of all three divisions also provided opportunities for members to share their thoughts. Read the survey findings report.

The Steering Committee jointly appointed a Budget and Finance Working Group to review existing division budgets and examine the financial feasibility of creating a new division. The Financial Working Group Report and Projected Budget detail their findings that a new division would be fiscally viable.

At the 2018 ALA Annual Conference, each of the division Boards reviewed talking points about creating one division and voted at their individual meetings to move forward with the new division project. The three Boards met jointly to discuss the future of the new division and several themes emerged that will guide future discussions.

Throughout Fall 2018, the Steering Committee and working groups continued meeting and working developing plans for a new division. In November, the Communications Working Group, through ALCTS, hosted a two-day online e-Forum, allowing members to ask questions and share opinions about preliminary plans for the division. Members of all three divisions were also invited to give feedback on possible division names.

In December, the working groups submitted their final recommendations to the Steering Committee. The two division executive directors - Jenny Levine (LITA) and Kerry Ward (ALCTS and LLAMA) - then shaped the reports into this overall draft project plan for review by all three Boards before and during the 2019 Midwinter Meeting in Seattle.

Division Name

The original Steering Committee talked about the name throughout the entire process, and expressed a strong desire for a name that accomplished several goals:
- The name should reflect our mission, vision, and values;
- The name should be conceptual (What do we want to be?) rather than descriptive (Who are we now?);
- The name should reinforce that we aim to eliminate silos, rather than enumerate the current divisions involved;
- The name should allow for future addition of other functional areas.

The group used several methods to gather ideas and feedback from members, starting with some polling among the Steering Committee itself and the three working groups, and then expanding to the membership at large. In Fall 2018, we used the AllOurIdeas website as a way to collect suggestions and to get people's reactions to what had been brainstormed. We wanted feedback on both traditional division names and conceptual names. Based on the results of that polling, it was clear that without having any picture of how the new division would function in a new way, members were more comfortable with a familiar naming convention. The majority of support was for names that were traditional and acronymic, and members expressed confusion about the more conceptual names in the poll.

The committee felt a traditional name reinforces the notion that we are three divisions coming together under one umbrella, rather than creating a completely new entity. However, we also didn't have a conceptual name that garnered wide support from the committee or members. We therefore decided at the 2019 Midwinter Meeting to leave the name unresolved and to ask the new Steering Committee to work on the name in the Spring 2019, in preparation for the Annual Conference.

At the 2019 Annual Conference, new Steering Committee members presented a number of ideas to each Board and to members. Ultimately, "Core: Leadership, Infrastructure, Futures" was selected as the name for the new division, and we are working with ALA legal counsel to trademark the name. The Steering Committee and all three Boards felt like this name met each of the goals listed above, and we hope that as members learn more about the new possibilities, synergies and activities afforded by this venture, they will be excited about Core as well.

Mission/Vision/Values/Culture

Mission
To connect library and information practitioners in all career stages and from all organization types with expertise, colleagues, and professional development to empower transformation in technology, collections, and leadership, and to advocate for access to information for all.

Vision
We will shape the future of libraries and catalyze innovation across boundaries; we will amplify diverse and under-represented voices and advocate for equal and equitable access to information for all.

Values
- Expansive collaboration to become better together
- Shared and celebrated expertise
- Strategically chosen work that makes a difference
- Transparent, equitable, flexible, and inclusive structures
- Empowering framework for experimental and proven approaches
- Intentional amplification of diverse perspectives

Culture: Operationalizing Our Values

Expansive collaboration to become better together
Core members will have ample opportunities to engage with colleagues and do valuable work, and those opportunities will meet our members where they are. We empower members to take part no matter their circumstances. Collaboration can be live or virtual, along a spectrum of time-frames from microproject to multi-year initiative, and the process of matching members with activities is friction-free for members, leadership and staff alike.

Shared and celebrated expertise
Core will be the source for sharing and developing expertise among members, providing programming, publications, and other activities that support professional development in a wide variety of forms. We celebrate and recognize the achievements of our members and make sharing the core of what we do.

Strategically chosen work that makes a difference
Core will focus on work that provides valuable services and experiences for our members. We will work to understand member needs and continually evaluate how we use our resources to best meet those needs. We will be dedicated to maintaining a balance between agile and adaptable activities and strategic decision-making with the long-term sustainability of the division in mind.

Transparent, equitable, flexible, and inclusive structures
Core members will find it easy to understand what we do, how we do it, and the roles each member can play to advance Divisional and personal professional goals. Our structure and activities will be welcoming to members – existing and prospective, new to the profession and seasoned – and process will never get in the way of access to resources and connections. We will encourage sharing of opinions, openness to change, and inclusivity that is always respectful and collegial.

Empowering framework for experimental and proven approaches
Core will support different methods and approaches for getting things done, including methods we haven't even dreamed up yet. Excellence and expertise can come from anywhere in the division, regardless of tenure or experience. The framework of the new division exists to provide tools, resources, and connections that let members accomplish what's important to them.

Intentional amplification of diverse perspectives
Core champions the belief that we are stronger – as individuals, as a division, and as a profession – when we ensure that our work includes diverse voices. We will allocate real resources toward ensuring that people from a variety of backgrounds and perspectives take active roles in the association. Diversity, equity, and inclusion in our new division will be exemplified by activities that help members reach outside of their usual bubbles, including across different types of libraries, different kinds of library workers and different functional areas.

Outline of the Proposed Division

Finances and Dues

Key Points
- A new division is financially feasible.
- The prospective membership of a new division is estimated to be 7,565. If realized, Core would be the third largest ALA division.
- The proposed annual dues for the new division are:
  - Personal Member $70
  - Other Member Category $40
    (retired, non-salaried, etc.)
  - Student Member $30
  - Organizational: $180
- The FY21 operating budget (the first year of fully integrated products and services) is approximately $1.24 million .

Key Milestones for Financial Integration, FY20-22
FY20
- Combine reserves (net asset balances) and endowments
- Implement new membership categories and dues
- Implement uniform registration fees for CE and pre-conferences
- Implement uniform speaker stipends
- Development of combined continuing education and programs
- Integrated budget for production of three journals
- Integrated budget for awards; analyze ROI for all awards programs
- Integrated plan for fundraising/development
- Integrated staffing (addition of one full-time employee position TBD)

FY21
- With Board approval, spend down of net asset balance by 10-15% to develop new products and services, and to support transition costs
- Fully implement fundraising/development plan
- Expanded CE/in-person education
- Integrated publications program; analyze ROI for all publications
- Staffing analysis, potential realignment

FY22
- Financial analysis of the first two years of operations: revenue streams that need improvement, revenue streams that need to be more fully developed, potential expense savings

Key Activities

A Note about Maintaining Identity in the New Division

We heard very clearly in the 2018 joint member survey and e-Forum that all three divisions are worried about maintaining their topical and community identities. The Steering Committee recognizes that this will be the single most important factor that determines the ongoing success of the new division, so we plan to work on this from day one and build it in to all of our efforts.

Examples include, but are not limited to:

- Using the networks model with broad headings for Operations and Buildings, Metadata and Collections, Technology, and Leadership. Using categories and tags for content to customize content on ALA Connect and in email messages, we'll be able to personalize a member's experience to the areas that are most relevant to them.
- The majority of current interest groups and subject-focused professional development will continue, such as books, courses, journals, and webinars.
- Members will be asked to indicate their interests so that we can customize content for them going forward.
- We will dedicate staff to help build communities and pathways around subject areas, geographic region, and career stage for even more specialized networking and knowledge sharing. At the same time, we will help members take advantage of the overlap in subject and knowledge sharing by connecting dots across topics and networks.
- We will help members move through different levels of involvement and learning based on their expressed interests and desires for career growth.
- We will make our areas of focus inclusive in a meaningful, measurable, and sustainable way.
- We will customize information for members in newsletters, orientations, marketing, and other communications based on their interests so that they are not overwhelmed with messages while receiving the content that is most valuable to them.
- Our awards/scholarships, mentoring, leadership development, networking, and volunteer programs will retain a focus on functional specialties within the new division's purview, and we will proactively surface these opportunities to members who are interested in them.

The following outline highlights the efforts of the Activities Working Group to describe how we will integrate, and in many cases improve, the new division's activities. Rather than saying this in each section under next steps, we want to be clear that any time a decision is to be made, division leadership will seek input from members and/or working groups as necessary, and each decision will be communicated to the entire membership. We will be open and transparent about changes as they are discussed, decided, and implemented.

Advocacy

The new division will have staff dedicated to coordinating member efforts to advance our values in the following areas:

Access and Preservation of Government Information

Accessibility

Copyright

Diversity and Inclusion

Equity of Access and Scholarly Communication

Metadata

Net Neutrality

Open Access

Preservation

Privacy and Security

Standards Bodies and Responsibilities

The following relationships with external groups will be maintained as is, drawing from the full division membership.

- Committee on Cataloging: Description & Access (CC:DA)
- International Federation of Library Associations (IFLA)
- Metadata Standards Committee
- National Information Standards Organization (NISO)
- North American Resource Description and Access Committee (NARDAC)
- RDA Board
- Subject Analysis Committee

Communications

We will craft a strategy for which content goes where and how often emails are sent out so that we don't overwhelm members with too many messages while still proactively providing the most relevant content for each member.

ALA Connect

The new division will take advantage of the new ALA Connect platform by starting from scratch there instead of migrating groups piecemeal. The new division community will be a focus for discussion, and we will centralize member information and services here instead of on the ALA website. All committees and interest groups will use Connect as their primary communication channel so that it's easier for members to find all groups and engage with them in one place.

Next Steps

- Use the ALA Connect division community as the division newsletter where we announce information, activities, and other division-related news. Consolidate existing division newsletters to this channel, keeping networks and their audiences in mind for specialized content.

Blog

The division will use WordPress on ALA's server for its blog, and it will make extensive use of categories and tags to let members filter and receive content that matches their interests.

Next Steps

- In the first few months, bring the three division newsletters/blogs together into one, and maintain a paid editor for the immediate term to help with the transition and keep content flowing smoothly.

Customized Email Newsletters

The new division will use ALA's Informz marketing email software for its newsletter starting September 1, 2020, and will insert relevant stories that match member interests as identified in their ALA Connect profiles.

Duplicate Exchange Union

This resource will continue in its current form.

Next Steps

- Review to make sure it is being updated and is still useful.

Email Discussion Lists

Current topical lists will continue in their current form.

Next Steps

- Review topical email lists for overlap/duplication/activity and consolidate where appropriate.
- Determine which topical lists can be migrated to ALA Connect interest group communities.

Foreign Book Dealers

This resource will continue in its current form.

Next Steps

- Review to make sure it is being updated and is still useful.

Social Media

The new division will begin with a presence on Facebook, Instagram, Twitter, and YouTube.

Next Steps

- Beginning September 1, 2020, consolidate division accounts to a single new presence on all platforms.
- Analyze activity and engagement on Facebook to determine if the new division should maintain a presence there.

Member Engagement and Experience

ALA Connect

We will centralize the member experience in ALA Connect so that it's easy to find all aspects of a member's experience, network, find experts in their field, share knowledge, learn from others, and build out their profiles in one place. Connect is the space where we will build a member-focused service that leads users through everything from continuous learning to networking and content pathways for career growth.

Next Steps

- Badge members on their profiles for competencies, leadership, mentoring, and sharing expertise to help them build CVs for when they apply for jobs, grants, etc.
- Have members tag their Connect profiles for expertise to create an experts directory.
- Set up group matching in Connect by interest and time commitment to help members easily find opportunities that meet their own needs.
- Create customized landing pages in Connect by persona to help members quickly get to the content they indicate they want to see.

Interest Groups

We expect most IGs to continue, but we will work with the chairs of those that have become inactive or that can be combined to update their status.

Next Steps

- Newly-constituted committees will review the current list of all interest groups for overlap, duplication, and level of inactivity.

Local Groups

LITA had a 2019 Emerging Leaders project that will provide recommendations for starting LITA Local Chapters, with the intent that work can be scaled up to include other functional areas in the new division.

Regional Affiliates

An Affiliate Relations project team will be appointed to review the former ALCTS-affiliated state and regional group networking program and to make recommendations on how best to integrate the program into the work of the new division.

Spectrum of Engagement

During the first year, staff will work with the Membership Committee to create a spectrum of engagement that makes it easy for members to identify ways to get involved or take advantage of member benefits based on their desired level of activity (lurking all the way up to running for office), skill set, knowledge level, interests, and career stage. We will help them move through different levels based on their expressed interests and desires for career growth.

Virtual Town Halls

Staff will work with the Membership Committee to hold regular virtual town halls to get member feedback and make sure we are meeting their needs.

Professional Development

Conference Activities

- ALA Annual
  - AvramCamp - This initiative will continue in its current form.
  - Conference Buddy Program - This initiative will continue but expand to include all division members.
  - Interest Group Discussions - Each interest group will still have the option to hold an in-person discussion at ALA Annual.
  - Leadership and Development Session - This initiative will continue in its current form.
  - Preconferences - will continue and be inclusive of the the new audiences.
  - Preservation in Action - This initiative will continue in its current form.
  - Standards Forum - This initiative will continue in its current form.
  - Top Technology Trends - This program will continue in its current form at the ALA Annual Conference but will expand to include the impact of technology in areas such as metadata, collections, and leadership.
- In-person Division Forum - The in-person Forum will continue with its new format and focus on interactivity. Tracks will be expanded to include all of the functional areas encompassed by the new division. The next face-to-face Forum will be held in even years, beginning with November 2020.
- Virtual Division Forum - The virtual Forum (Virtual Exchange) will continue in its current form but with expanded programming that encompasses all of the functional areas of the new division.

The next virtual Forum will be held in Spring 2020 and will move to November beginning in 2021, when it will alternate years with the in-person Forum.

Next Steps

- Work with ALA to determine how many program slots the new division will have.
- A new Programming Committee (potentially with subcommittees) will work to solicit program proposals using the central ALA form, identify topics/themes, and build a cohesive programming slate. The Committee will reserve some slots for IG submissions to guarantee coverage across topical areas of interest
- Create a transition plan for the awards reception given the increase in the number of awards.
- A transition plan will be created for moving to a single President's Program.
- Create a working group to explore Top Technology Trends follow-up events during the year to augment the ALA Annual Conference panel and create year-round discussion.
- The new division will likely no longer have a presence at the "new" ALA Midwinter Meeting launching in 2020, but instead will focus on the in-person Forum and Virtual Exchange.
- Move forward with a plan to outsource logistics for the in-person Forum.

Continuing Education

- Competencies - This initiative will continue but expand to integrate topics from the new functional areas.
- Courses - These will continue as is.
- eForums - These will continue with a broader scope under the new division.
- Twitter Chats - These could be expanded to provide another avenue for online synchronous discussion around topics of interest.
- Webinars - These will continue as is.

Next Steps

- Increase course offerings in technology, leadership, and management. Explore expanding the "Fundamentals" approach into additional topical areas.
- Create pathways of course and webinar content within the competencies to make it easy for members to find tracks to pursue for continuous learning.
- If the LITA pilot outsourcing course and webinar logistics is successful, staff will explore outsourcing all of the new division's logistics in order to focus division staff time on member engagement, marketing, and other specialized skills.

Jobs Site

This initiative will continue in its current form.

Next Steps

- Expand service to include functional areas covered by the new division.

- Begin data mining jobs submitted and issue periodic reports about skills, knowledge, and educational requirements noted in them.
- Begin an initiative to educate organizations submitting jobs about inclusive language and how to frame requirements.
- Add a resume review service for division members.
- Extend the LRTS contract with Innovative Media Solutions (IMS) to include ITAL and LL&M
- Develop a plan with IMS to aggressively seek new advertisers for the journals and job site

Leadership Development

- Emerging Leaders - Continue sponsoring Emerging Leaders in the areas of collections, leadership/management, and technology.
- Grants - Existing grant opportunities will continue as is.
- Scholarships - Existing scholarships will continue as is.
- Volunteer Opportunities - create new committee/project team/micro-project opportunities designed specifically to develop leadership skills.

  Next Steps

  - Establish a combined Mentorship Working Group to harmonize approaches, broaden interest, and carry a mentorship program forward to the new division.
  - Implement and maintain cohorts for ALA Leadership Institute and Emerging Leaders participants not affiliated with another ALA unit.
  - Create pathways to division leadership for ALA Leadership Institute, Emerging Leaders, and Spectrum Scholars member participants.

Publications

- Books
  - The new division will continue publishing titles in collections and technical services through ALA Editions and will focus on developing more titles in the areas of leadership and management.
  - The new division will continue to self-publish titles as necessary.
  - LITA will continue publishing with Rowman & Littlefield through its current contract, which ends in 2020.
- Journals
  - *Information Technology and Libraries* (ITAL) will continue in its current form.
  - *Library Leadership & Management* (LL&M) will continue in its current form.
  - *Library Resources & Technical Services* (LRTS) will continue in its current form.

  Next Steps

  - Staff will explore the potential for moving the LITA Guides series to ALA Editions in the future.
  - Increase publications in leadership and management.

- Create a special task force on monographs to be appointed in the first year to create a strategy for topics and formats of monographs.
- Investigate moving Information Technology and Libraries (ITAL) to the Open Journal Systems platform that Library Leadership & Management (LL&M) uses.
- Move all three journals to the same open-access platform and make LRTS open access within two years.
- Create a task force to be appointed in the first year to harmonize publication practices across all three journals.

Recognition

- Awards - Twenty-three awards are given in total and would continue as is until there is a transition plan for integrating them.

   Next Steps

   - A new model for an awards ceremony or ceremonies will be considered prior to Annual 2021 given the increase in the number of awards.
   - We will create a searchable Directory of Experts comprised of division members.
   - The new division will take advantage of the ability to award members badges on their ALA Connect profiles for service, achievement, and recognition.

Special Events

- [Preservation Week](#) has been an important initiative of ALCTS and ALA since it began and as such, it will be managed at the division level.

   Next Steps

   - The new division will continue to work with ALA to offers press kits for PW and will expand the scope to include external partners and increase advocacy to the public.
   - A working group will be established to discuss how to expand its reach even further.
   - The new division will look at establishing other themed events as well.

Governance and Structure

Board of Directors
- The Core Board will have nine voting members, all elected by the membership:
   - President, President-elect, Past-President (officers)
   - ALA Councilor
   - Five Directors-at-Large
- The Board will have four *ex officio*, non-voting members, based on appointment:
   - Chair of the Budget & Finance Committee
   - Chair of the Organization and Bylaws Committee
   - Chair of the Advocacy Committee
   - An executive director

- Transitional Board: a process will be developed to transition from three Boards with over 30 members to a single Board with nine members. The Steering Committee has agreed that the transitional Board will be representative and respect the member votes from previous elections.

Networks (formerly known as sections)
Core will initially have five networks, with a formal component for standards integrated into each:
- Access and Equity
    - Advocacy for access and preservation of information and scholarly communication, including Preservation Week activities
    - Supporting ALA lobbying efforts for fairness in copyright and net neutrality
    - Providing financial contributions, programming, and training, in support of equity, diversity, and inclusion, both within the division and the profession
- Operations and Buildings
    - Providing venues for sharing best practices supporting efficient unit operations and facilities
    - Sharing ideas and knowledge to stay engaged on changing trends in organizational structures, services, staff operations, and facilities
- Metadata and Collections
    - Ensuring that libraries and library staff can meet user's needs
    - Creation and input on standards and best practices for selection, acquisition, description, access, and preservation of information resources
    - Focus on preservation of both print, media, and digital resources
- Technology
    - Supporting the identification and adoption of best practices in libraries
    - Making ALA information policy concrete for members and the profession by providing resources, tools, training, and community support for adoption and implementation
    - Helping librarians to understand emerging technologies and translate them into actionable plans for library services
    - Bridging the technology related needs and discussions across all types of libraries and operational areas
- Leadership
    - Identify and develop leaders at every level
    - Ability to grow and lead within our governance structure, growing micro-opportunities and virtual engagement
    - Robust and diverse mentoring programs and leadership institutes
    - Growing and maintaining cohorts from leadership programs to expand member networks

The networks represent the broadest areas of work for the division, and Core members are encouraged to participate in any or all of them. Within the networks will be a leadership team, committees, representatives, etc., that will carry out the work of the network through standard setting, conference programming and continuing education, publications, etc. They will function much like current ALCTS/LLAMA sections, with two major exceptions: they will have a much broader scope encompassing work currently being done in three divisions, and they will not organize elections for the

traditional spring ALA ballot. Instead, the leadership team and overall network governance will be more flexible, allowing network members to move more easily within or between networks.

All current ALCTS/LLAMA sections will have a place in the new structure. With the new Board, section leaders will review their work and committee structure, and look for opportunities to collaborate or merge with member groups currently in the other divisions. Some may transition to the broader community with many of their current committees, while others may choose to completely restructure during the transition. The process of creating the new networks, committees, interest groups, and project teams will be collaborative and take into account the unique work and identities of each current network.

The initial five networks are recommended as a starting point. It is possible that either during the transition or after the new division is launched, the need for a new network will become apparent. The process for creating and dissolving networks will be included in the new division Policies and Procedures Manual.

Interest Groups
Much as they are now, interest groups will be a place for members across the division to come together on specific topics. As part of the transition, interest group leaders will also review their work and look for opportunities to collaborate or merge with other member groups as they integrate into the new structure.

Network Committees and Other Member Groups
One of the goals of the new division is to make it easier for members to engage with the organization. There will still be standing committees with traditional two-year appointments, but there will also be project teams with shorter term commitments and micro-project opportunities for members who may only have a few weeks of time to contribute to a project.

After the transition period, the new division will give members ongoing access to volunteer opportunities, and appointments will be made on a continuous basis. Any call for volunteers will clearly define the work to be done, the time commitment required, and the desired skills. We also will provide more opportunities to participate virtually so all members can actively engage in work that interests them.

Staffing Roles and Responsibilities

The need to simplify the organizational structure is not only necessary from the perspective of members/potential members, it is also essential to better using the time and skills of Core staff members. Staff is the single biggest expense for the division, and their time is not being used efficiently to provide greater value for members. Instead, much of the time is used on administrative tasks in support of process. Process is not a product, and it doesn't add value for the average member. With the elimination of unproductive administrative tasks and increased automation, more staff time will be devoted to the core functions of member value and continuing education.

The new division will have 8.5 staff members total, one more than the current combined total of staff from all three divisions. The first two years of salary for this additional person will come from the

combined net asset balance of approximately $967,000 (ALCTS $379k, LITA $372k, LLAMA $216k) with the intent that this person's efforts will help generate enough revenue from professional development activities to incorporate the position into the regular budget.

Executive Director
- Assessment/Data Analysis
- Budget
- Development/Fundraising
- Governance
- Strategy and Operations

Connections Officer
- Integrate the work of all 3 departments
- Make connections between teams and projects
- Recognize patterns and trends at the division level
- Track major projects and keep teams on schedule

Advocacy and Communications
Officer + 1 Staff Member
- Coordinate and promote advocacy efforts
- Oversee the member blog team
- Coordinate division representatives
- Take the lead on coordinating, implementing, and tracking diversity and inclusion efforts
- Responsible for marketing the division's content and activities
- Staff liaison responsibilities for Preservation Week
- Oversee the member social media team
- Responsible for the division's various web properties and services

Member Engagement and User Experience
Officer + 1 Staff Member
- Shape and continuously improve the member experience, from onboarding new members to ensuring long-time members remain connected to the division
- Create and help guide members through leadership and skill-based pathways within the division
- Responsible for ALA Connect microsite
- Engage division community in ALA Connect and any division-level lists
- Liaison with interest groups and help promote their activities
- Maintain any email discussion lists
- Coordinate local chapter groups and help promote their activities
- Holds regular member surveys, focus groups, and virtual town halls to get member feedback and make sure we are meeting their needs

Professional Development
Director + 1.5 Staff
- Create and guide members through pathways of our content and activities for continuous learning throughout their careers
- Responsible for continuing education, including courses, eForums, the in-person Forum, the Virtual Exchange, and webinars

- Implement and maintain leadership programs, including creating cohorts for ALA Leadership Institute and Emerging Leaders participants not affiliated with another ALA unit
- Coordinate conference activities at ALA Annual (note that the new division will not have a presence at the ALA Midwinter Meeting, concentrating on our in-person Forum and Virtual Exchange instead)

- Maintain the expanded Jobs Site, coordinate data mining of submissions, and issue reports about skills, knowledge, and education noted in them; will work closely with the Advocacy and Communications Department and Diversity and Inclusion Committee to educate organizations about how to make their ads more inclusive
- Coordinate the division's publications program
- Responsible for the division's awards, grants, and scholarships

Technology Principles
- Personal and confidential data will never be transmitted unencrypted.
- Data we control will be kept secure and confidential unless otherwise noted.
- We will be open and transparent about how we use personal data.
- The way we implement technology will be deliberately inclusive and ADA-compliant as much as possible. Usability will be the focus of this work.
- Data will never be entered manually more than once.
- A human will not do manual, administrative work that a computer can do. Instead, staff will spend their time exercising their expertise and skills.
- When implementing a new service or upgrading an existing one, we will take the time to integrate it into the experience in a way that focuses on users, not our structure. We will take a holistic approach and create a unified experience rather than adding services piecemeal in ways that are unconnected.
- A new service will not be implemented if it does not make staff or users more efficient or provide additional value to users. Technology decisions will align with our strategic plan.
- We will collaborate with other ALA units and external organizations when possible and will share what we implement for Core with other ALA units for the greater good. We will lead in the area of technology implementation within ALA.
- We will maintain an inventory of software/services used and do an annual evaluation to determine if there are new options for automation and/or efficiency that make sense for us to implement.

Timeline

The following is based on all three division Boards voting to put the question of a new division on the Spring ballot, and the members voting to approve it.

December 2019
- All Core planning documents final and ready for Board/member review

January 2020
- January 25-29 Midwinter Meeting:

- ○ Boards/members review planning documents
  - ○ <mark>Boards vote to place a single question on the spring ballot for membership vote: creation of Core; Boards affirm no individual candidates will be listed on the ballot</mark>
- Planning documents shared at ALA Committee on Organization
- Division staff prepare ballots with proposal/rationale/bylaws

February 2020

- Intensive member communication in preparation for spring election

March 2020

- March 11: ALA election opens

April 2020

- April 3: ALA election closes
- April 10: Election results certified and reported to divisions
- <mark>April 10: Each division reports election results to members/ALA</mark>

April-May 2020

- First joint, virtual Exchange takes place in the Spring
- ALA governance planning and documentation for ALA Executive Board, Committee on Organization, Budget Analysis and Review Committee, etc.
- Planning for integration of membership, budget and finance, ALA Connect, etc.
- Continued development of new networks and committee structure; transitioning committees, project teams, representatives, etc.
- Develop branding, marketing materials
- Develop website
- Continuing member communication
- Staff development for new roles

June 2020

- Resolutions for Council
- Division Board documents
- June 21-25 Annual Conference: ALA organizational approval (Committee on Organization, Council)
- Final conference for individual division Boards, committees, sections, etc.

July-August 2020

- Intensive member communication
- ALA systems testing
- Marketing
- Staffing transition to new roles
- August 31: ALCTS/LITA/LLAMA formally dissolve

September 2020

- <mark>September 1: Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA), formally comes into existence</mark>
- Transitional Board of Directors in place

Fall 2020

- Special election for additional Core leadership
- Continued work through transition issues
- First major in-person event: Core Forum in Baltimore in November

Draft Bylaws

Core: Leadership, Infrastructure, Futures
a division of the American Library Association

Note: To be reviewed and updated by the new Steering Committee in Fall 2019

Article I. NAME

The name of this organization will be Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA).

Article II. MISSION

Core: Leadership, Infrastructure, Futures connects library and information practitioners in all career stages and from all organization types with expertise, colleagues, and professional development to empower transformation in technology, collections, and leadership, and to advocate for access to information for all.

Article III. MEMBERSHIP

Section 1. Members.
Any ALA member may become a member of Core upon payment of dues.

Section 2. Membership Types.
Core membership types are personal and organizational. The Board of Directors may establish additional membership types as needed.

Section 3. Rights.
Every personal member of Core has the right to vote, to hold office, and to volunteer.

Section 4. Dues.
The cost of annual dues will be determined by the Board of Directors.

Section 5. Membership year.
The association's membership and fiscal year will be the same as that of ALA.

Article IV. OFFICERS

Section 1. Officers.
The officers of the association will be the President, President-Elect, Past President, and Executive Director. The Executive Director shall be an *ex officio* member, without vote, and is appointed by the ALA Executive Director in concurrence with the Board.

Section 2. Terms of office.
The officers will serve a one-year term in their respective offices.

Section 3. Responsibility and authority.
The officers will perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

Article V. BOARD OF DIRECTORS

Section 1. Members.
The Board of Directors consists of the Officers, ALA Councilor, five Directors-at-Large, the chair of the Budget & Finance Committee, the chair of the Organization and Bylaws Committee, and the chair of the Advocacy Committee.
   a) Division Councilor. The division councilor will be elected to a three-year term by the Core membership and will represent the division on the ALA Council.
   b) Directors-at-Large. Directors-at-Large will be elected to staggered two-year terms by the Core membership and are not eligible for re-election to consecutive terms.
   c) The chair of the Budget & Finance Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
   d) The chair of the Organization and Bylaws Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
   e) The chair of the Advocacy Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.

Section 2. Responsibility and Authority.
The Board of Directors will be the governing body of the association, will actively create and support its strategies, and will establish financial policies and be accountable for association assets.

Section 3. Meetings.
The Board of Directors will meet in conjunction with ALA conferences and at other times as determined by the president.

Section 4. Vacancies.
If the office of president becomes vacant, the president-elect will become president completing that term of office prior to serving the following term as president. All other vacancies will be interim appointments made by the president with the approval of the Board until the next election when the unexpired term(s) will be filled.

Section 5. Quorum.
A majority of the voting members of the Board will constitute a quorum.

Article VI. NETWORKS

Section 1. Authorization and Dissolution.
The Board can create or dissolve networks as necessary, based on the interests of members.

Section 2. Purpose.
Networks exist to provide continuing education, information and networking around a broad area unique to the members it serves.

Section 3. Organization.
Networks will be managed by its own volunteer leadership team in accordance with policies and practices established by the Board.

Article VII. INTEREST GROUPS

Section 1. Authorization and Dissolution.
   a) Division Interest Groups. The Board can create or dissolve interest groups as necessary, based on the interests of members.
   b) Network Interest Groups. The leadership team, in consultation with the Board, can create or dissolve interest groups as necessary, based on the interests of members.

Section 2. Purpose.
Interest groups exist to provide continuing education, information and networking around a narrow topic unique to the members it serves.

Section 3. Organization.
Interest groups will be managed by at least one member volunteer in accordance with policies and practices established by the Board.

Article VIII. COMMITTEES

Section 1. Authorization and Dissolution.
   a) Division Committees. The Board can establish standing, ad hoc, interdivisional committees, and other member groups as needed to carry out the work of the division.
   b) Network Committees. The leadership team, in consultation with the Board, can establish standing, ad hoc, and other member groups as needed to carry out the work of the network.

Section 2. Appointments.
   a) Division Committees. The president-elect will chair the Appointments Committee and make appointments to division committees.
   b) Network Committees. The leadership team will make appointments to network committees.

Section 3. Terms.

Terms and reappointments will be codified under the policies and procedures of the division and will vary based on the type of committee, member group, and work to be done.

Article IX. NOMINATION AND ELECTIONS

Section 1. Eligibility of Candidates.
Any candidate for office must be a personal member of the division.

Section 2. Nominating Committee.
The president-elect will appoint a committee to prepare a slate of candidates for each election. No member of the Board of Directors may serve as a member of the Nominating Committee. Members of the Nominating Committee will serve a one-year term and will not be eligible for immediate reappointment.

Section 3. Nominations by Petition.
A candidate may be nominated by a petition signed by 40 personal members of the association and filed with the Executive Director before the ALA biographical form closes.

Section 4. Elections.
Elections will be held in accordance with ALA bylaws and procedures.

Article X. DIVISION ANNUAL MEETING

Section 1. Annual Meeting.
An annual meeting may be called by the Board of Directors and held in conjunction with the ALA Annual Conference.

Section 2. Special Meetings.
Special meetings may be called by the Board of Directors or upon the written request of 75 personal members of the association. At least 30 days notice will be given and only business specified in the meeting notice will be transacted. If a quorum is present, an affirmative vote of a simple majority of the voting members will be required to pass a motion. If a quorum is not present, a motion cannot be passed.

Section 3. Quorum.
Seventy-five personal members will constitute a quorum at either the annual meeting or a special meeting.

Article XI. VOTING
Votes of the membership or of the Board of Directors may be conducted via mail, electronically, virtually or in-person. A simple majority of personal members who cast votes is required for a vote to pass.

Article XII. AMENDMENT OF BYLAWS.

Section 1. Proposals.
Amendments to the bylaws may be proposed by the Board of Directors or by a petition signed by 75 or more members of the division.

Section 2. Board Action.
A proposed amendment to the bylaws will be voted upon by association members after it has been approved by a majority of the Board of Directors.

Section 3. Notice. Notice of the amended text will be provided to members at least one month before consideration.

Section 4. Voting.
Votes to amend the bylaws will be conducted as per Article XI.

Section 5. Adoption.
Unless otherwise specified, a proposed amendment becomes effective when it has been approved.

Section 6. Editorial Changes.
The Board of Directors may make editorial changes to the bylaws that do not affect their substance and meaning. These changes will take effect upon such action.

Article XIII. PARLIAMENTARY AUTHORITY.
The parliamentary authority used by the association will be the same as that used by ALA.

Appendices

1. [Working Group Rosters and Charges](#)
2. [Activities Working Group Report](#) (PDF)
3. Budget and Finance Working Group Reports
    a. [Financial Report from the Budget and Finance Working Group](#) (PDF)
    b. [Projected FY21 Budget from the Budget and Finance Working Group](#) (PDF)
4. [Communications Working Group Plan](#)
5. [Operations Working Group Report [version 2]](#) (PDF)