ALCTS/LITA/LLAMA
Operations Working Group Report

December 19, 2018 [Version 2]

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Organizational Structure
Subgroup Report
ALCTS/LITA/LLAMA - Operations Working Group

December 19, 2018 [Version 2]

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Executive Summary

This report defines a top-level governance for the new division which we have named SBM, proposes a committee structure which outlines a process for making appointments, providing volunteer opportunities, and nominating division leaders. In addition, the Working Group suggests two joint committees to assist with the transition:

- Transition Working Group
- Membership Engagement Working Group

In creating the new division, the committee developed a structure and transition plan which ensured a leadership position in the new division for all elected officials. The goal of equal representation from the three source divisions in the leadership of the merged division was also a top priority. The top-level governance includes the following permanent positions:

- Executive Director
- President-Elect
- President
- Past President
- ALA Counselor
- Directors-at-Large
- Treasurer
- Parliamentarian
- Advocacy Committee Chair

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During the first year (2019-2020), two temporary positions are recommended in order to assist with transition issues and which cease after the transition is complete:

- Two Directors at Large
- Two Ex-Officio members

In addition to incorporating all elected officials from the source divisions, the committee suggests an election plan which uses shortened terms of service in order to maintain staggered leadership in the first year.

In developing a committee structure for the new division, the report recommends the following three-tier structure. This structure provides leadership for committee work involving governance for the division as a whole, formality for committee work, which provides expertise for leadership in functional areas affecting the library community, and informality for topical areas, which reflect the variety and the changing needs and interests of the division members:

- Division-level Committees
- Communities of Practice
- Communities of Interest

The committee recommendations reflect the goals of creating a governing structure which includes leadership from each of the source divisions, a transition plan for elections, appointments which fosters collaboration in the creation of a new division identity. The committee plan enables continuity of work and professional identity as well as provides leadership opportunities for all members regardless whether they were formally members of ALCTS, LLAMA or LITA.

I. CHARGE

The Organizational Structure Working Group is tasked with outlining three main areas of organizational structure.

- **Top-level governance** which is primarily related to the organization and election of SBM (New division; see the ‘Definitions’ section) leadership and includes the board, elections, and the nomination process.

- **Committee structure**, which includes outlining how appointments are made, issues related to creation and support of volunteer opportunities, and recruitment/retention of members.

- Creating a consistent **community structure** and governance. This relates to ad hoc groups formed around a topic of special interest, either emerging, or ongoing that is informational, rather than organizational in nature. This task is around defining, and
structuring support for interest groups/discussion groups/affinity groups/communities of practice, etc.

This report has three main segments for three deliverables:

- **Deliverable #1** - Board of Directors,
- **Deliverable #2** - Committees and Working Groups,
- **Deliverable #3** - Member Engagement/Community Groups

**II. DEFINITIONS**

**SBM** - Stands for “Small But Mighty,” working title of the new Division that will be created after the merger. Used for clarity in this document only.

**Ex Officio** - Individual who has an advisory role, usually appointed, **does not** have voting rights.

**Leadership Cohorts - the elected officials of ALCTS, LITA, and LLAMA**

- **Past Presidential Cohort** - Bohyun, Lynn, & Kristin
- **Presidential Cohort** - Jennifer, Emily and Anne
- **President-Elect Cohort** - to be named in March 2019 Elections
- **Councilor Cohort** - Erin, Rivkah, and the LITA Councilor elected in 2019

**Committee** - a group appointed by the board for a specific function. Committees further the activities of the division and are permanent in nature.

**Working Group** - a group appointed by the Board for a finite period of time to study and report on a particular question and make recommendations based on its findings.

**III. INTRODUCTION**

In this report, we suggest an organizational structure including a governing board and a process for nominating and electing Board members.

Our recommended transition plan is based on principles of equity for representing aspects of all three merging divisions. This process provides all elected Board members from the three divisions (up to the Spring 2019 election) with a role in SBM. It also gives equal representation to the three divisions.
Our goal is to provide the new Division with both sufficient flexibility and an adequate structure at the same time. In conceptualizing a structure for SBM, we discussed unique aspects of the merging divisions and how to achieve a balance between comprehensiveness and agility.

We recommend forming the joint ‘Member Engagement Working Group’ and the ‘Transition Working Group.’ See Section VI for details.

We also recommend 3 distinct types of member involvement. See Sections VI. and VII. for details.

- Committees: carry out key work of the Division;
- Communities of Interest (Col): allow members to coalesce around particular topics for their own edification;
- Communities of Practice (CoP): allow for more structure but can still be member driven.

All text from this point forward assumes that the Membership & ALA approve the merger

IV. TRANSITION TIMELINE & RECOMMENDATIONS

March/April 2019 - All three Divisions vote to create SBM.

1. Once the membership votes in favor of the new division, the ALCTS Board should provide guidance to their 5 Section and 42 IG leadership about options for transitioning their work into the new structure (CoP, Col, committee, etc).

2. In addition, all Division Boards should prepare their own transitional plans for their respective division. We recommend the three division boards create the joint ‘Member Engagement Working Group’ to lead and coordinate these efforts.

3. Based upon the current number of each division’s existing groups shown below, we recommend reducing the number of groups for operational efficiency and effectiveness. This task can be delegated to the joint ‘Member Engagement Working Group’ with the board guidance. For equal representation, we recommend the three Divisions consolidate their IGs/DGs to a similar number in each division first and then further consolidate across different three divisions..

- ALCTS has 5 sections, 42 IGs, and 61 committees (20 at the division level and 41 at the section level);
- LITA has 0 section/CoP, 18 IGs, 25 committees, and 4 (current) task forces;
- LLAMA has 7 CoPs, 46 discussion groups / committees / task forces in total.

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April/May 2019—All three Divisions will hold the final round of officer elections.

4. We recommend the Division elections be modified as follows:
   - Director at Large candidates (1 each from ALCTS and LLAMA, 2 from LITA) be elected for 1-year terms (19/20 only).

June 2019 @ Annual - Big ALA approves merger

June 2019 after Annual—24 elected officials are seated from the the three divisions (the year in which the terms expire)

- 3 Presidents-elect (21/22), 3 Presidents (20/21), 3 Past Presidents (19/20)
- 3 ALA Councilors (ALCTS & LLAMA 19/20, LITA 20/21)
- 12 Directors at Large (8 19/20, 4 20/21)

Sept 1, 2019 - SBM constituted; ALCTS, LITA, and LLAMA dissolve; SBM creates the Transition Working Group and the Member Engagement Working Group.

1. Transition Working Group - No more than 7 members; assist the Member Engagement Working Group above and recommend solutions to the Board for unforeseen occurrences that arise during the transition. For composition of this group, see V. DELIVERABLE #1 - Section B.

2. Member Engagement Working Group - composed of at least 7 members; assists the Communities across the three Divisions with their transition into SBM structure. For Composition of the group see V. DELIVERABLE #1 - Section B.

V. DELIVERABLE #1 - BOARD OF DIRECTORS

The SBM Board of Directors will consist of 13 members: (9 voting, 4 ex-officio/non-voting).

A. COMPOSITION

1. Officers
   - Executive Director - Ex officio
   - President-Elect - position appears on the ballot annually. Voting. Elected by the general SBM membership. Serves 3 years - first year as President Elect, second year as President, third year as Past President.
2. Board Members with Voting Rights
   - **ALA Councilor** - Elected by general SBM membership. ALA does not specify term limits, but we suggest a service limit of 3 years.
   - **Directors-at-Large (5)** - Individuals elected by general SBM membership each year, each serving 2-year, staggered terms. Once elected, the Directors may be assigned liaison duties based on the needs of the Division.

3. Board Members with No Voting Rights (=Ex-Officio)
   - **Treasurer** - Chair of the Budget & Finance Committee.
   - **Parliamentarian** - Chair of the Bylaws Committee.
   - **Advocate** - Chair of the Advocacy Committee.

**B. ALCTS/LITA/LLAMA TO SBM BOARD TRANSITION PLAN**

*Guiding Principle* - All elected officials from the three divisions who had not completed their terms in office are transitioned into leadership roles in SBM.*

**SBM Board - September 1, 2019 - June 30, 2020**

The SBM Board will have 12 voting members in its first year:

- The ALCTS, LITA, and LLAMA Presidents (terms exp 2021)
- The ALCTS, LITA, and LLAMA Past Presidents (terms exp 2020)
- The LLAMA Councilor (term expires 2020)
- The 1 remaining LLAMA Director-at-Large (term expires 2020)
- The 2 remaining ALCTS Directors-at-Large (terms expire in 2020 & 2021)
- 2 LITA Directors-at-Large. Because LITA will have 5 Director’s-at-Large with unexpired terms the present LITA Board should determine the manner in which the two will be chosen. The Working Group recommends that LITA’s choice follow one of two formats to preserve staggered elections:
  - Both LITA D@L terms expire in 2021
  - One D@L term expires in 2020, the other in 2021

This configuration meets the request by the Steering committee for a solution with no election held in 2019 (if the merger vote result is Yes) with three Presidents, who will be all serving at the same time, and no President-Elect. This configuration also ensures equal representation across all three source Divisions.
The three Ex Officio members will be identified by the SBM Board in the process of filling key committees and should serve on the Board during this year as well.

The remaining LITA Directors-at-Large along with the ALCTS Councilor will form the core of the Member Engagement Working Group (see section VII. C below).

[NOTE: The sections highlighted in gray and struck through below are deprecated in light of the Steering Committee’s decision to not hold elections in 2019 and instead keep the three presidents and three past presidents on the Board in 2019/2020 as voting members.]

In addition to the 13 permanent members of the SBM Board, during SBM’s first year, there will be 2 temporary Directors at Large (from the Presidential Cohort) and 2 temporary Ex Officio members of the Board (from the Past Presidential Cohort). These 4 temporary positions will be eliminated at the end of Annual conference in 2020. See below for details:

1. SBM President and Cohort

The member of the Presidential Cohort (Jennifer, Emily and Anne), who was elected by the largest percentage of those voting in the Division election will become SBM President.

The two remaining members of the Presidential Cohort will serve in temporary Director at Large Positions for 1 year (19/20) and be voting members of the Board during that time. They will also be the co-chairs of the Transition Working Group in 19/20, and serve on the Nominating Committee in 20/21.

2. SBM President-Elect and Cohort

The member of the President-Elect Cohort who was elected by the largest percentage of those voting in the Division elections but is not of the same Division as the President will become SBM President-Elect.

The two remaining members of the President Elect Cohort will serve on the Transition Working Group and succeed to co-chairs in 20/21, and then serve on the Nominating Committee in 20/22.

3. SBM Past President and Cohort

The member of the Presidential Cohort who is not of the same division as the President and President-Elect will become SBM Past President.

The two remaining members of the Past Presidential Cohort will serve in temporary Ex Officio Positions for 1 year (19/20). They will also form the first SBM Nominating Committee along with one other person from the SBM Past President’s Division.
4. SBM Councilor and Cohort

The member of the Councilor Cohort who was elected by the largest percentage of those voting in the Division elections will become SBM Counselor.

The two remaining members of the Councilor Cohort will complete their terms as members of the Transition Working Group.

5. SBM Directors at Large

There will be 12-8 Directors at Large from three divisions (2 LLAMA, 3 ALCTS, 7 LITA) (1 LLAMA, 2 ALCTS, 5 LITA) for 2019-2020. SBM needs to eventually reduce the number of Directors at Large board members to 5.

One Director at Large will be chosen from each division. The Divisions may employ their own method of choosing this person. One additional Director at Large will be chosen from the Divisions not represented by the new SBM Councilor. The two Divisions contributing two Directors at Large should make sure that those people have terms expiring in different years. In this way, three Directors at Large will be elected in the first year and two will be elected in the second year.

The remaining 7-2 Directors at Large will comprise lead the Member Engagement Working Group and will assist the Communities of Practice and Interest to transition into their new SBM structure.

VI. DELIVERABLE #2 - COMMITTEES AND WORKING GROUPS

Committees are permanent groups created by the SBM Board that perform core functions of the Division. Committee appointments will be made by the President Elect with the assistance of an Appointments Committee. Committee members may be removed by the President Elect prior to the end of their terms for lack of participation in committee activities.

A. COMMITTEE TERMS & PARTICIPATION

Appointments can be made to Committees in two capacities:

1. **Committee Membership** - Two year terms, staggered so that no more than half the committee is appointed in each year. May only serve two full consecutive Member terms. Membership term limits do not apply to partial terms (e.g. if we appoint someone to a 1 year term in order to achieve staggered appointments, they can still serve two consecutive full terms after that.)
2. **Committee Leadership** - Three year term (Vice Chair, Chair, Past Chair). May not serve consecutive terms. The person appointed as Vice Chair should have served at least one term as a committee member is possible. The Past Chair serves in a primarily advisory capacity and should not drive the agenda.

3. **Term Limit** - Individuals can serve up to, but no more than 7 consecutive years on the same committee. Once one serves on a leadership term, one cannot go back to the same committee as a committee member.

**B. 7 KEY COMMITTEES**

We recommend the following 7 committees be established and populated immediately upon creation of the SBM. During SBM’s first year, the three Divisions should be equally represented in key committees in these 7 committee membership. The SBM Board can establish other committees as needs arise.

1. **Advocacy Committee**
The advocacy committee’s main charge is to support and advocate around issues directly related to the needs of the SBM community. They will develop resources, networks, and training materials to aid in advocacy at the local, state, and national levels. They will work closely with the Committee on Library Advocacy (COLA), the public awareness committee, the chapter relations committee, the committee on legislation, the DC office, as well as other ALA offices, divisions, and round tables to integrate advocacy efforts into the overall planning, priorities and policies of the division; and to cultivate future leadership in order to sustain and enhance the advocacy efforts of the association.

The chair of this committee will be an Ex Officio member of the board and is the SBM representative to COLA. This group will have no fewer than 5 members.

2. **Appointments Committee**
The Appointments Committee, chaired by the SBM President-Elect (= Vice President) is a standing committee that assists in finding the best possible members to appoint to standing committees and task forces, as well as representatives to other ALA committees, with respect to:

   - Relevant professional experience
   - Diversity of background and life experience
   - Current SBM and ALA involvement

Members of the Appointments Committee should meet all of the following conditions.

   - Have been a SBM member for at least one year.
• Have served on a committee or task force within ALA or one of the divisions, or as a representative to an ALA committee.
• Should have excellent networking skills and ideally be involved in the activities of another division or the ALA parent organization.

As stated above, the Committee will be chaired by the SBM President Elect (= Vice President) and will consist of no fewer than 6 members with two-year overlapping terms.

NOTE: Members of the Appointments committee may NOT serve successive terms.

The Committee will receive assistance from a staff liaison and the SBM President Elect (VP) will serve as the Committee's Board liaison.

3. Bylaws & Organization Committee
The Bylaws and Organization Committee maintains the bylaws of the division and advises the SBM Board regarding structural and organizational concerns in the division. The chair of the Bylaws & Organization Committee acts as the board Parliamentarian and is an Ex Officio member of the board. This committee will have no fewer than 3 members.

Specific tasks include:
• To recommend amendments to the bylaws of the division and to report upon proposals for amendments referred to the committee.
• To review and monitor current policies and procedures of the division to ensure consistency with the bylaws and to propose revisions to the bylaws if necessary.
• To advise the Board, and through it the division membership, on the establishment, functions, and discontinuance of committees, interest groups, and other organization entities as the needs of the division require.
• To review on a periodic basis all SBM liaisons to internal and external, temporary and permanent groups, to ensure that the liaison relationship is consistent with SBM mission and goals and that the relationship is being carried out according to SBM policy and procedures.

The Committee shall recommend the name and size of the division committees, and may recommend special regulations concerning the composition of each committee and the appointment and terms of office of each of its members.

The Committee shall review each committee on a periodic basis concerning the committee's relevance and success in meeting the mission and goals of the division.

Renewal Petitions for Communities of Practice must be resubmitted to the Bylaws and Organization Committee every three years and re-approved by the SBM Board; otherwise, the Bylaws Committee shall recommend to the Board that the Community of Practice be dissolved.
4. Budget & Finance Committee
The Budget & Finance Committee works in collaboration with SBM staff and is charged with submitting a recommended annual budget for action to the SBM Board; to perform budget analyses and fiscal planning; to advise units requesting SBM funds; to review all requests for SBM funds; to advise the SBM board on all fiscal matters of the division, including fiscal implications of all division publications and programs; to represent SBM at the ALA planning and budget assembly; and to plan and monitor activities using the association's strategic and tactical plan as a framework.

The Budget and Finance Committee will consist of no less than 3 members led by the appointed chair. The chair is an Ex-Officio member of the Board.

5. Development Committee
The Development committee is responsible for fundraising campaigns from the membership as well as coordinating sponsorship requests to companies to support SMB Division events.

6. Diversity and Inclusion Committee
Works with various committees to lead efforts for diversifying membership as well as addressing diversity issues in various aspects of member interests.

7. Nominating Committee
Candidates for the Board of Directors will be established by a Nominating Committee of three members appointed by the Vice President.

Note. Members of the Nominating committee serve for one year and may NOT be consecutively reappointed.

NOTE. We recommend that members of all award juries/committees serve only one year and may NOT be consecutively reappointed to the same award committee. This has not been written into the proposed bylaws to allow a decision by the SBM Board at a later point, however.

VII. DELIVERABLE #3 - MEMBER ENGAGEMENT/COMMUNITY GROUPS

The Steering Committee has expressed the desire for two levels of member involvement groups in the new SBM Division. We recommend them to be named “Communities of Practice (CoP)” and “Communities of Interest (CoI).” Both types are member-driven, self-managed, and self-sustaining.

Both are initiated and disbanded based on member interest. Creation of new and renewals of existing Communities must be approved by the Board on a regular basis as recommended by the Bylaws committee.
A. FEATURES

1. CoP (Community of Practice)

- **CoPs** exist to create a product - that could be a standard, an award, an ongoing program, or other tangible result. CoPs differ from Committees in that they may be initiated or retired based on the interests of members. Similar to a Section in ALCTS or Community of Practice in LLAMA.

- CoPs can construct their governance in any way; Each CoP can appoint the leadership on their own; there will be no support from SBM Office for elections if CoP decides to hold an election.

- CoPs are permitted but not required to have subgroups (working groups, task forces, etc.). They are also permitted but not required to have a standing committee. If they choose to create standing committees, those must be approved by the SBM Board. The member appointment of CoP committees goes through the ALA Appointments system in consultation with the President-Elect, but the appointments are made within the CoP itself. The CoP members must follow SBM Division rules for committee terms and term limits.

2. Col (Community of Interest)

- **Cols** exist primarily to bring together a community of professionals interested in a particular topic. They may, from time to time, put on a program or create a stand-alone product, but this is not their main purpose. Similar to an Interest Group/Discussion Group in LiTA and ALCTS.

- Cols can exist independently or as a subgroup of a CoP.

- Cols can construct their governance in any way; Each Col can appoint the leadership on their own; there will be no support from SBM Office for elections if Col decides to hold an election.

- Cols are permitted but not required to have subgroups (working groups, task forces, etc.). Cols cannot have a standing committee unlike CoP.
• Examples how existing Sections/CoPs and Interest/Discussion Groups could transition into SBM Communities can be found in the Appendix document “Community of Interest and Community of Practice Examples.”

B. GOVERNANCE

All Communities must have, at minimum, a Chair who serves as a point person for communication with Division Leadership and a Vice Chair who agrees to function as the group’s Chair in the subsequent year. The Chair is responsible for recruiting volunteers to serve as leaders in subsequent years. CoPs will likely have more of a framework than that, but both types of groups may organize their leadership and work in any way the members see fit.

C. COMMUNITY TRANSITION PLAN

All Member Involvement Groups in ALCTS, LITA, and LLAMA not identified as key committees and not dedicated to the governance of ALCTS sections have been listed in the Appendix Document “Community List (Authoritative).” They fall into 7 categories: Award, Education, Engagement, Event, Topical, Publications, Standards.

The Ops Working Group suggests that the remaining Councilor from ALCTS and the 3 Directors-at-Large from LITA who are not serving on the SBM Board form the core of the Member Engagement Working Group. Each member of the working group can be assigned to one of these categories of Communities to serve as their liaison in assisting the groups in merging, dissolving, or otherwise identifying their preferred SBM Community structure. The Working Group may decide that they require additional support for this project. If so, they are encouraged to add representatives in such a manner as to ensure all three Divisions are represented in equal proportion.

VIII. ADDITIONAL DELIVERABLES

A. LEADERSHIP DEVELOPMENT

Opportunities for member engagement, leadership and service are primarily provided through participation on various Committees, Communities of Practice, and Communities of Interest. Member engagement groups should encourage involvement in and growth of leadership by documenting a path of progressively-responsible Division involvement:

• Community of Interest/Practice Involvement
• Community of Interest Leadership
• Community of Practice Leadership
• Volunteering for Committee membership or Representative Roles
• Committee leadership
• Standing for Election to the Board

The Vice-President, Appointments Committee, and Nominating Committee should consider these factors when Appointing and Nominating members to new roles.
Transitioning ALCTS, LITA and LLAMA Committees into
SBM Communities of Practice (CoP) and Communities of Interest (Col)

Possible Scenarios

As the Member Engagement Working Group engages the leadership of existing Division communities, they will need to be creative when making suggestions as to how they can transition into SBM Communities. What follows are potential scenarios for that process and should not be taken as an exhaustive list of permutations.

Scenario:
The New Members Interest Group of LITA, New Professionals Community of Practice of LLAMA, and the New Members Committee (?) of ALCTS decide that their work is sufficiently similar to merge and form the new SBM New Members Community of Practice. They work with their liaison from the Member Engagement Working Group to document their new CoP so that it can be reviewed by the SBM Bylaws Committee and be approved by the SBM Board. In the process, the CoP needs to make a decision about the future of the LLAMA New Members: Buddy Program.

- **Option 1**
  The members of the new CoP decide that the Buddy Program will continue and is sufficiently well developed that they will make it a standing committee in the CoP. They coordinate with the Appointments committee to appoint members per the bylaws governing SBM Committees.
- **Option 2**
  The members of the new CoP decide that the Buddy Program will continue but that it needs a significant amount of change to incorporate the needs of LITA and ALCTS members. A subset of the CoP membership form the “New Members: Buddy Program Working Group” to pursue this task.
- **Option 3**
  The members of the new CoP decide that the Buddy Program was tried and wasn’t successful so won’t continue.

Scenario:
The members of LLAMA Technology Systems and Services meet with their Member Engagement Working Group liaison to discuss options for their committee. After reviewing their work and the work of other communities, they decide:

- **Option 1**
  To dissolve their committee and join other communities already doing similar work.
- **Option 2**
  To team up with the ALCTS Publisher-Vendor-Library Relations group and create a Community of Interest with a new name.
Option 3
To become the SBM Technology and Management CoP for the purpose of creating Technology Competencies for Library Administrators.
<table>
<thead>
<tr>
<th>Committee Category</th>
<th>Function Statement</th>
<th>Group Structure</th>
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<tbody>
<tr>
<td>Award</td>
<td>To manage Award processes, solicit and judge entries, and select award recipients.</td>
<td>Appointed</td>
</tr>
<tr>
<td>Education</td>
<td>To develop and deliver continuing education and professional development for members. Includes management of fiscal and technological aspects of developing, scheduling, and delivering training.</td>
<td>Appointed</td>
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<tr>
<td>Engagement</td>
<td>Cultivate new members for the Division, ensure the satisfaction of current members with Division. Focused on member identity and the value propositions around membership.</td>
<td>Appointed</td>
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<tr>
<td>Event</td>
<td>Coordinate conference/forum other events or programs occurring at ALA conferences.</td>
<td>Appointed</td>
</tr>
<tr>
<td>Financial</td>
<td>Advises staff and Division Leadership on Division financial matters; works to find new sources of revenue.</td>
<td>Appointed</td>
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<tr>
<td>Topical</td>
<td>Peer to peer professional development groups based around a particular topic. May or may not develop and deliver programming.</td>
<td>Self-Organizing</td>
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<tr>
<td>Publications</td>
<td>Exercise editorial and operational control over Division publications.</td>
<td>Appointed</td>
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<tr>
<td>Standards</td>
<td>Develops recommendations for ALA and the profession at large based on the expertise of the Division.</td>
<td>Appointed</td>
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All the committees in the current list will be reviewed by a working group headed by an appointed Chair. The Working Groups will work with the committees to dissolve, merge, or transition to the new SBM structure.

**Award**

- ALCTS ALCTS Edward Swanson Memorial Best of LRTS Award Jury
- ALCTS ALCTS Esther J. Piercy Award Jury
- ALCTS ALCTS Outstanding Collaboration Citation Jury
- ALCTS ALCTS Outstanding Publication Award Jury
- ALCTS ALCTS Ross Atkinson Lifetime Achievement Award
- ALCTS ProQuest Coutts Award for Innovation Jury (CMS)
- ALCTS Paul Banks and Carolyn Harris Preservation Award Jury (PARS)
- ALCTS George Cunha and Susan Swartzburg Award Jury (PARS)
- ALCTS Margaret Mann Citation Jury (CAMMS)
- ALCTS HARRASSOWITZ Award for Leadership in Library Acquisitions Jury (ACQ)
- ALCTS Ulrich's Serials Librarianship Award Jury (CRS)
- ALCTS First Step Award Jury (CRS)
- ALCTS Jan Merrill-Oldham Professional Development Award Jury (PARS)
- ALCTS Lois Mai Chan Professional Development Award Jury (CAMMS)
- JOINT Hugh C. Atkinson Memorial Award Committee (ACRL, LLAMA, RUSA, ALCTS)
- LITA Award - Christian Larew Scholarship
- LITA Award - Ex Libris Student Writing Award
- LITA Award - Library Hi Tech
- LITA Award - LITA Excellence in Children's & Young Adult Science Fiction
- LITA Award - OCLC Kilgour Award
- LLAMA Marketing and Communications: John Cotton Dana Lib PR Award
- LLAMA Buildings and Equip: Awards for Buildings and Interiors Cmt

**Classification**

<table>
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<tr>
<th>Division</th>
<th>Group Name</th>
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<tbody>
<tr>
<td>Education</td>
<td>ALCTS ALCTS Continuing Education Committee</td>
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<td>Education</td>
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All Governance Committees are represented by one Key Committee in the new SBM structure, and therefore will be eliminated when the Divisions cease operations.

| Governance | LITA       | Financial Advisory Committee |
| Governance | LLAMA      | Library Org/Mgmt: Financial and Admin Services Committee |
| Governance | ALCTS      | ALCTS Advocacy and Policy Committee |
| Governance | ALCTS      | ALCTS Nominating Committee |
| Governance | ALCTS      | ALCTS Organization and Bylaws Committee |
| Governance | LITA       | Appointments Committee |
| Governance | LITA       | Bylaws and Organization |
| Governance | LITA       | Nominating Committee |
| Governance | LLAMA      | LLAMA Nominating Committee |

These are governance committees for ALCTS sections, which can be eliminated due to the Sections being eliminated. Topical ALCTS committees are in the categorized list.

| Governance | ALCTS | ALCTS Representatives to ... |
| Governance | ALCTS | AS Representatives to ALCTS Committees |
| Governance | ALCTS | CMMS Representatives to ALCTS Committees |
| Governance | ALCTS | CRS Representatives to ALCTS Committees |
| Governance | ALCTS | CMS Representatives to ALCTS Committees |
| Governance | ALCTS | PARS Representatives to ALCTS Committees |
| Governance | ALCTS | Executive Committee (ACQ) |
| Governance | ALCTS | Executive Committee (CAMMS) |
| Governance | ALCTS | Executive Committee (CMS) |
| Governance | ALCTS | Executive Committee (CRS) |
| Governance | ALCTS | Executive Committee (PARS) |
| Governance | ALCTS | Nominating Committee (ACQ) |
| Governance | ALCTS | Nominating Committee (CAMMS) |
| Governance | ALCTS | Nominating Committee (CMS) |
| Governance | ALCTS | Nominating Committee (CRS) |
| Governance | ALCTS | Nominating Committee (PARS) |
| Governance | ALCTS | Policy and Planning Committee (ACQ) |
| Governance | ALCTS | Policy and Planning Committee (CMS) |
| Governance | ALCTS | Policy and Planning Committee (CRS) |
| Governance | ALCTS | Policy and Planning Committee (CAMMS) |

Representatives:

<p>| Representative | LITA | ALA Advocacy Coordinating Group |
| Representative | LITA | ALA Intellectual Freedom Committee Representative |
| Representative | LITA | Chapter Relations Committee Representative |</p>
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<tr>
<th>Representative</th>
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<th>Freedom to Read Foundation Representative</th>
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<td>OITP Advisory Committee Representative</td>
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<td>ASCLA Accessibility Assembly</td>
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<td>Representative</td>
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<td>Committee Chair Coordinator</td>
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Membership Subgroup Report
ALCTS/LITA/LLAMA - Operations Working Group

Nov. 23/Dec. 19, 2018 [Version 1/2]

Katharine Leigh (Membership Subgroup Chair - ALCTS),
Emily Sanford (ALCTS),
George Fowler (LLAMA)

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I. Dues Categories

Findings

In comparing the three divisions, ALCTS has the greatest number of membership categories and LLAMA has the fewest. According to their websites, the current member due categories in each division are:

**ALCTS:** Personal ($75), Student ($15), Library Support Staff $(29), Retired ($40), Corporate ($86), Organizational ($86).

**LLAMA:** Personal ($50), Student ($15), Corporate/Organizational ($65).

**LITA:** Regular ($60), Student ($25), Non-Salaried ($30), Corporate/Organizational ($90).

Sections, interest groups, and communities of practice are complementary with membership in the 3 divisions. In all divisions, personal members have the right to vote, run for office, and volunteer.

The Financial Working Group has proposed four membership dues categories in its FY19 Financial Plan: Regular ($70), Student ($20), Special (non-salaried, support staff, retired) ($40), and Organizational ($150).

Recommendations

1. Although the three divisions differ in the number of dues categories, they are more alike than dissimilar. The formation of a new division provides an opportunity for consolidation and simplification of dues categories -- keeping it simple for members and division staff.

2. In the process of consolidation, however, it is important that a new division make sure that any potential member can see easily in which dues categories one belongs and that the categories are tiered properly to allow for participation by members with access to a diversity of financial and professional resources.

3. In reviewing current dues categories and the proposal set forward by the Financial Working Group, the membership subgroup supports adoption of their proposed dues categories and dues amounts, as they are both simple and properly tiered. Additionally, their categories were devised using membership data and financial considerations. However, we do recommend using ‘Special’ instead of ‘Other’ as in contrast to “Regular.”

4. We recommend that the new division investigate the ability to provide membership scholarships for students, staff, and librarians from underrepresented groups. Perhaps by creating a diversity and inclusion committee to facilitate and/or a fund that individuals
could donate to when renewing their own membership that would support membership scholarships.

II. Member Benefits

Findings
The membership subgroup looked at each division’s membership benefits listing on their websites. In order to make a comparison, the group created a matrix breaking down benefits into eight categories: rights & privileges, standards, information/best practices exchange, continuing education, publications, professional development, awards & grants, and advocacy (see below).

As was found with the membership dues categories in the previous section, the divisions are more alike than dissimilar. Each division offers opportunities for continuing education, sharing of expertise, discounts on conference registration, and professional development opportunities. There are also unique benefits boasted by each division. Both LLAMA and ALCTS have mentoring programs. LITA and ALCTS both have advocacy committees working on the national level to educate around metadata, preservation, and cybersecurity, etc. LITA has a revenue-generating job board. ALCTS and LLAMA contribute to the setting of standards -- ALCTS with cataloging, MARC, and RDA -- and LLAMA with leadership competencies.

<table>
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<tr>
<th>Membership Benefits</th>
<th>ALCTS</th>
<th>LITA</th>
<th>LLAMA</th>
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<tr>
<td>Rights &amp; privileges</td>
<td>Membership in any of the sections (no limit), right to vote and hold office. Appointment to ALCTS committees or as an ALCTS representative to ALA committees. Establish sections and interest groups and nominate candidates for ALCTS offices.</td>
<td>Membership in any committees and interest groups. Voting and hold office.</td>
<td>Membership in any/all sections. Right to vote, hold office, and to volunteer</td>
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<td>Standards</td>
<td>Members sit on committees that develop and evaluate world-wide library standards, including cataloging, RDA, linked data, preservation, metadata, and archiving.</td>
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<td>library leadership competencies (committee)</td>
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<td>Information/best practices exchange</td>
<td>ALCTS Central listserv, topical sections, IG meetings, ALA conferences (discount)</td>
<td>LITA-listserv, topical interest groups, ALA conferences (discount) and LITA Technology Forum (annual), Top technology trends</td>
<td>Topical communities of practice, ALA conference discount</td>
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Ops WG - Membership Subgroup Report
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<tr>
<th>Continuing education</th>
<th>Discounts on webinars, online courses, workshops (in-person pre-conference and online), E-forums</th>
<th>Discounts on webinars, online courses, workshops (in-person pre-conference and online)</th>
<th>Discounts on online courses (mngmt &amp; leadership) and webinars and preconferences. Access to backlog of LLAMA webinars</th>
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<tr>
<td>Professional development</td>
<td>Mentoring, 5 topical sections, 42 IGs, 20 divisional committees and 41 section committees</td>
<td>18 interest groups, 4 (current) task forces, and 25 committees</td>
<td>Mentoring, 7 communities of practice, 46 committees/discussion groups/task forces</td>
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<tr>
<td>Awards &amp; grants</td>
<td>Awards honoring writing, innovation, and professional achievement as well as grants for new professionals and underrepresented groups</td>
<td>Awards honoring professional achievement, research, writing, continuing ed, and scholarships</td>
<td>Best in library architecture, best in library interior design, and best in library public relations/PR Xchange</td>
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<td>Advocacy</td>
<td>Committee for advocacy (legislation) and tools for member advocacy, Preservation week</td>
<td>LibraryEdge.org advocacy site, advocacy for library privacy, advocacy (legislation) re: privacy, cybersecurity, digital divide, e-books.</td>
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**Recommendations**

1. Emphasize the similarities between the divisions and make plans to synthesize these in the new division:
   1.1. Create a new united listserv for communication
   1.2. Make plans to unite backlog of continuing education resources and create a plan for uniting CE going forward (YouTube channel, ALA Connect, webinar courses)
   1.3. Create a publications working group to discuss consolidating/continuing divisional journals, blogs, and guides.
   1.4. Make a plan to consolidate discounts on conferences and publications/guides.
   1.5. Ensure opportunities for individuals to volunteer and contribute -- committees, interest groups, leadership teams.
   1.6. Consolidate any overlapping awards and make plans for award juries in the new division.

2. In creating the proposal for the new division, it will be important to the individuals in each current division that the unique benefits commute to the new division.
2.1. Ensure committees that deal with standards in ALCTS and library leadership competencies in LLAMA have a place in the new structure and ability to function seamlessly.

2.2. Continue the LITA job board and open it to the wider new division - promote as a new strength of the division

2.3. Widen the LITA Forum -- especially considering that Midwinter may be changing and the fact that ½ of all Midwinter registrants are ALCTS members -- and promote it as a new divisional conference that gives smaller, regional access to those members who haven’t been able to attend Midwinter.

2.4. Develop a mentoring committee to continue LLAMA and ALCTS mentoring programs -- decide if mentors/mentees need to be members to participate.

2.5. Create an advocacy committee to advocate for issues of interest to ALCTS, LLAMA, and LITA members.

III. Involvement Opportunities

Findings

ALCTS, LLAMA, and LITA currently provide many involvement opportunities through their committees, interest groups, and communities of practice. LITA runs the LITA Library Technology Forum every year, providing its members with a continuing education opportunity. ALCTS is highly structured and boasts 62 committees within its five sections and 42 interest groups. LITA boasts 18 interest groups and 29 committees/task forces. LLAMA features seven communities of practice and 46 discussion/interest groups.

According to the recent ALCTS/LITA/LLAMA Member survey, 64.9% of respondents work in an academic library. 70% of respondents listed “collaborating with colleagues/peers who share my interests” as important to them in considering association membership.

Recommendations

1. ALCTS, LLAMA, and LITA provide many opportunities for their members to be involved in the organization. The Membership Subgroup emphasizes the need for this to continue. If the new division is going to be viable, members will need to feel like the new division is their home in the bigger ALA ecosystem.

2. In order to achieve this, there needs to be enough committees and communities of practice in this new division for members to be able to serve and/or participate if they want to. These committees/communities of practice should cover a wide range of topics, so if possible everyone currently in ALCTS, LLAMA, or LITA still feels their areas of concern are covered.
3. Establish a committee to regularly review committees/interest groups/communities of practice to ensure they are active and able to function in their current form. The committee can help during the merger to review current subgroups and determine which structure works best for what topics - addressing redundancy, gaps, and new opportunities.

4. Involvement opportunities need to be scalable and transferable across library types and membership categories. Though a high majority of current members identify as academic, the new division should be structured for all, preferably with options for within-sector and cross-sector participation.

5. We recommend that there be a scale for membership involvement. The scale should accommodate members who want to lurk all the way to members who want to lead.

6. We recommend forming a membership committee and a new member group.

IV. Membership UX

Findings

ALCTS, LLAMA, and LITA are much more alike than we are different. All three divisions do a good job of providing a positive experience for their members. We should continue this and expand what we can offer.

Recommendations

1. Send acknowledgements to members for their contributions and service.
2. Revamp the volunteer form.
3. Reserve spots on committees specifically for paraprofessional staff and students. We want to try to increase their participation.
4. Create a centralized space with information on what each committee does. The membership committee could be a good group to do this.
5. Make sure the new division has a social media presence.
6. Have a membership gathering of some sort, possibly at ALA Midwinter, ALA Annual, and a new division conference (expansion of LITA Forum discussed above in Member Benefits).
7. Have a reliable human point of contact (perhaps ALA Team member) for the new division if a person needs more information than either the website or listserv provides.
8. Send an email exit questionnaire to members who decide not to renew to determine if there is anything the division could do better to retain members. This could also be combined with the appreciation email for renewal, and include information about membership benefits/involvement opportunities.
V. Career Support

Findings

ALCTS, LLAMA, and LITA currently provide career support to their members. They all provide professional development opportunities to their committees and communities of practice. ALCTS and LLAMA have mentoring programs.

As for continuing education, ALCTS and LITA provide webinars on a variety of topics. There is a reduced price for the members to attend the webinars. After six months the recordings of the webinars are made freely available at http://www.ala.org/alcts/confevents/past/webinar. In addition to the webinars, ALCTS offers a variety of fundamentals courses that cover: cataloging, acquisitions, preservation, collection assessment, collection development and management, electronic resources acquisitions, and metadata.

All 3 divisions have publications that assist in career support (see Member Benefits for a more complete list). ALCTS has Library Resources & Technical Services journal and ALCTS News. LITA had a Guide Series publications which contain current, practical, how-to information in an easy-to-ready format. LLAMA publishes the Library Leadership & Management.

Recommendations

The Membership Subgroup recommends the following.

1. Create a mentoring program for the new division. Build on what ALCTS and LLAMA have already established. It can include new members and mid-career, and leadership-level members. It can also be for those who are switching or looking to switch their functional areas to provide longitudinal career support.

2. Continue to provide professional development opportunities with committees or communities of practice.

3. Create a job board. LITA already has one that can be used as a model, http://www.ala.org/lita/professional/jobs/looking

4. Have a resume review service that focuses on the specialties of our members, such as for cataloging, reference, systems, and management, and for different types of libraries (public, academic, special). This would be more targeted for our division members needs than what is currently available through ALA.

5. Continue with the ALCTS Fundamentals series. Look into expanding the course offerings to include topics that would appeal to current members of LITA and LLAMA.
Bylaws Subgroup Report
ALCTS/LITA/LLAMA - Operations Working Group

December 19, 2018 [Version 2]

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Bylaws of the NEW DIVISION

A division of the American Library Association

Article I. Name
The name of this organization will be [NEW DIVISION NAME], a Division of the American Library Association (ALA).

Article II. Mission
The [NEW DIVISION NAME] 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, of systems, 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 [NEW DIVISION NAME] upon payment of dues.

Section 2. Membership Classes. Membership classes are defined for personal membership as regular, student, or special (includes categories like retired, non-salaries etc). Organizational entities can join as an organizational member. Additional membership classes and corresponding dues structures may be established at the discretion of the Board of Directors to meet the needs of special categories of members.

Section 3. Rights. Every personal member of [NEW DIVISION NAME] has the right to vote, to hold office, and to volunteer. Appointments on [NEW DIVISION NAME] committees are limited to [NEW DIVISION NAME] members, except where individuals from other organizations are appointed as liaisons or representatives.

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

Adopted [date].
Revised: [date].
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 Executive Director, President, President-Elect, and Past President. 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, the chair of the Budget & Finance Committee (Treasurer), the chair of the Organization and Bylaws Committee (Parliamentarian), the chair of the Advocacy Committee and five Directors-at-Large.

   a) Parliamentarian. The parliamentarian shall be an *ex officio* member, without vote and is filled by the chair of the Bylaws & Organization Committee.
   b) ALA Division Councilor. The division councilor will be elected for a three-year term by the [NEW DIVISION NAME] membership and will represent the division on the ALA Council.
   c) Treasurer. The treasurer shall be an ex officio member, without a vote and is filled by the chair of the Budget & Finance Committee.
   d) Advocacy Committee Chair. Ex Officio (non-voting).
   e) Directors-at-Large. Directors-at-Large will be elected to staggered two-year terms by the [NEW DIVISION NAME] membership and will be assigned liaison duties based on the needs of the Division. Individuals in these offices are not eligible for re-election to consecutive terms as Directors-at-Large.

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. Communities of Interest or Practice

Section 1. Organization. Communities are initiated or retired based on the interests of members, with self-appointed leadership and governance, and in accordance with [new Division name] operations manual. Communities are member-driven, self-managed, and self-sustaining.

Section 2. Types. There are two types of Communities within [new Division name].

a) Communities of Practice (CoP). CoPs exist to create a product or tangible result (e.g. standards, awards, ongoing program). CoPs are permitted to create working groups. All CoP committees must be approved by the [new Division name] Board and follow the [new Division name] bylaws. The CoP leadership will recommend Committee appointments to the [new division name] President-Elect.

b) Communities of Interest (Col). CoIs exist primarily to bring together a community of professionals interested in a particular topic. They may, from time to time, put on a program or create a stand-alone product, but this is not their main purpose. CoIs can exist independently or as a subgroup of a CoP. CoIs are permitted to create working groups or other member groups, but cannot create a standing committee.

Section 3. Governance. All Communities must have, at minimum, a Chair who serves as a point person for communication with Division Leadership and a Vice Chair who agrees to function as the group’s Chair in the subsequent year. The Chair is responsible for recruiting volunteers to serve as leaders in subsequent years.

Article VII. Committees

Section 1. Authorization and Dissolution. The Board of Directors may establish, under such rules as they may adopt for this purpose, standing, ad hoc, and interdivisional committees, as needed to carry out the work of the division.

Section 2. Appointments. The president-elect will form and chair the Appointment Committee. The Appointment Committee will assist the president-elect in making committee appointments, and the Appointment Committee members may not serve successive terms.

Adopted [date].
Revised: [date].
Section 3. Terms of appointment. Unless otherwise provided for by the [Division Name] Board of Directors, members are appointed for terms of two years and and leadership are appointed for terms of three years (Vice Chair, Chair, Past Chair). Members may be appointed for a second term, but leadership may not be appointed for a subsequent term. Additionally, once one serves on a committee in a leadership role, they cannot immediately serve on the same committee in a subsequent term. In no case may a person serve on a committee for more than seven consecutive years. Appointments to standing committees should be staggered, so that the terms of approximately one-half of the members would expire each year.

Section 4. Review. Each standing committee is reviewed on a regular schedule to ensure the committee’s continued relevance and success in forwarding the mission and priorities of [Division Name].

Section 5. Vacancies and inactive members. Vacancies on committees are filled by the [New Name] president. In case of continued failure of a member to attend meetings and participate in the activities of the committee, the committee chair may recommend that the member’s positions be handled as a vacancy.

Section 6. Discontinuance. Each committee continues in existence until its usefulness has ceased, at which time it is dissolved by action the [New Division] Board of Directors. The [New Division] Organization and Bylaws Committee may recommend continuation or dissolution of committees in its report to the [New Division]

Article VIII. Nominations 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 forty personal members of the association (derived as roughly 0.5% of membership) and filed with the Executive Director.

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

Article IX. Division Annual Meeting

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

Adopted [date].
Revised: [date].
Section 2. Special Meetings. Special meetings may be called by the Board of Directors or upon the written request of seventy-five personal members of the association. At least thirty 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 X. Voting

Section 1. 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.

Section 2. Voting procedures will be defined by the [NEW DIVISION NAME] operational procedure document.

Article XI. Parliamentary Authority

The parliamentary authority used by the association will be the same as that used by ALA.

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 seventy-five 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 related to changes of the bylaws will be conducted as per Article X. A bylaws amendment requires approval by a majority of [NEW DIVISION NAME] personal members who cast a vote.

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.

Adopted [date].
Revised: [date].
Article XIII. Representation in Outside Organizations

Representation of [new division name] or any of its units in organizations outside ALA must be approved by the [new division name] Board of Directors.

Adopted [date].
Revised: [date].