

**EBD #2.3  
2011-2012**

**MINUTES**

**ALA Executive Board**

**2011-2012 Executive Board  
2012 Spring Meeting**

**April 20 – 23, 2012  
Chicago, Illinois**

**American Library Association**

**Volume 12**

**AMERICAN LIBRARY ASSOCIATION**

**Executive Board Meeting  
2012 Spring Meeting**

**American Library Association  
Carnegie Room – ALA Headquarters  
Chicago, Illinois**

The ALA Executive Board met in the Carnegie Room of ALA Headquarters in Chicago, Illinois on April 20 -22, 2012.

**PRESENT:** President Molly Raphael; President-elect Maureen Sullivan; Treasurer James Neal; Immediate Past President Roberta Stevens; Executive Director Keith Michael Fiels; Executive Board members: Dora Ho, Patricia Hogan, , Stephen Matthews, Sylvia Norton, Michael Porter, Kevin Reynolds, Linda Williams and Courtney Young.

*Session One*

The Board convened at 1:00 PM on Friday, April 20, 2012 with President Molly Raphael presiding.

The agenda (EBD #9.3 revised) is attached as Exhibit 1. The vote tally (EBD #1.7) is attached as Exhibit 2.

President Molly Raphael began the meeting by introducing the incoming Executive Board members who had been at ALA headquarters for orientation earlier in the week: Robert Banks, Alexia Hudson, and John Moorman. Raphael also introduced Kathy Rosa, the newly-hired Director of the Office of Research and Statistics. Rosa will begin her role with ALA on May 21, 2012.

**Digital Initiatives Update** – EBD #12.37 (Exhibit 3)

President Raphael and Alan Inouye, Director of the Office for Information Technology Policy (OITP) provided an update on the work of the Digital Content and Libraries Working Group (DCWG). The DCWG was formed in the fall of 2011 to advise the Association on all aspects of issues related to libraries and digital content and the provision of equitable access to digital content for all.

Raphael described meetings that took place in September 2011 with the American Association of Publishers (AAP), and meetings with several publishers at the end of January and early February 2012. Participants in these meetings included Raphael, President-elect Maureen Sullivan, Executive Director Keith Michael Fiels, and Robert Wolven, co-chair of the DCWG. Discussions at these meetings covered the issues surrounding ebooks and access to ebooks through libraries, public libraries in particular. One challenge is getting publishers to understand that the principles followed by libraries regarding the loaning of ebooks are no

different from loaning print books in that an ebook can only be loaned out to one person at a time.

In addition to meetings with publishers, Fiels, Raphael, Inouye, and Sari Feldman, the other co-chair of the DCWG met with ebook distributors at the Public Library Association (PLA) conference in March 2012. ALA Treasurer Jim Neal and Raphael were joined by Tony Marks, President of the New York Public Library, to participate in a panel discussion at the AAP annual meeting in March.

These meetings and discussions have served as an education process for the publishers and distributors.

As a next step, meetings will be set up with the Authors Guild and other author organizations.

Raphael noted that there are two subgroups of the DCWG: one that deals with communication with the library community, and one that deals with communication to the general public. Inouye described two digital supplements that have been produced looking at the issue from various points of view. In addition, several op-ed pieces are being planned to raise the issue of equity of access to digital content.

Inouye responded to questions regarding communicating the work of the DCWG. There is a Digital Content blog that has been reporting on the meetings with publishers and responding to particular publishers' actions. At the 2012 Annual Conference the DCWG will host a public session to review activities thus far and to discuss future plans. Board members expressed the desire to bring more public awareness to the issue of ebooks.

The Board discussed publishing an op-ed piece in major national newspapers simultaneously. The op-ed piece will stress the core principle of equity of access to digital content and the fact that publishers are not making their materials available to everyone. The Board also discussed launching an awareness campaign involving various media to include the ALA chapters and others. This would also include the development of a website that would provide information about the role of libraries in the reading ecosystem.

After further discussion, on a motion by Jim Neal, seconded by Roberta Stevens, the Executive Board

**Voted** that the Executive Board strongly affirm and advance the following objective: That libraries of all types will be able to provide effective access to electronic media for their users at a reasonable price and consistent with ALA core principles and that ALA develop an aggressive tactical plan to achieve this objective. *E-media Strategy*

Discussion turned to work surrounding the Digital Public Library of America (DPLA) which will be a large-scale digital public library. It was originally conceived as being a platform for electronic content for libraries that would be directly accessible to the public. There are comparable structures being built on the international level.

Maureen Sullivan, Keith Fiels, Jim Neal, and Alan Inouye have been involved in meetings regarding this initiative. Sullivan reported that there has been a request for DPLA to enter into developing a grant proposal to establish the organization as a 501(c)3 organization or to

affiliate with an already-established organization to enable it to move forward. The Board agreed that ALA's role in the development of the DPLA should be to influence policies and priorities.

**Update on ALA Committee on Accreditation**

President Raphael explained that there had been several recent resignations from the Committee on Accreditation (COA). These resignations had been precipitated by several factors including a question about the conflict of interest guidelines maintained by the COA and whether they were adequate.

As a result of these questions, Ken Haycock had resigned as Chair of COA. Haycock had recently accepted a position to set up a program at the University of Southern California. Two other members, Phil Mulvaney and Dan O'Connor also resigned. Mulvaney's term was scheduled to end in 2012; Haycock's and O'Connor's terms ran through 2013. Raphael subsequently appointed Brian Andrew to serve as the new chair.

As background, Raphael explained that in 2010, COA began working on a strategic plan which included a plan to review the ethical guidelines contained in the COA Policy Manual. The ALA Executive Board approves the COA policies. ALA is accredited by the Council of Higher Education Accreditation (CHEA). CHEA accredits ALA so that ALA can accredit library programs.

Keith Fiels explained that there is a Memorandum of Understanding between the ALA and the COA which established some autonomy on the part of COA. This is to address the issue with regard to CHEA's expectations as part of ALA's participation in that group. The Memorandum indicates that the ALA President will consult with the COA in making new appointments. This goes beyond what the President does in making appointments to other committees.

There had been disagreement on the COA as to whether or not the Chair, in his new position with USC, should resign. Keith Fiels and Sr. Associate Executive Director Mary Ghikas discussed this question with Karen O'Brien, Director of ALA's Office for Accreditation. They reviewed COA's conflict of interest policy which states that any conflict of interest is resolved through recusal from discussion. It also provides that COA may consider and adopt additional measures to ensure that its work is not compromised by potential or actual conflict of interest.

Fiels explained that the appeal process section of the COA policies that discusses the composition of and accreditation review committee does not have specific criteria that govern whether or not someone can serve on a committee.

The COA met the weekend of April 13-15, 2012 and reviewed the ethical guidelines. The consensus was that the guidelines were strong enough, but Andrew has asked the group to review the current guidelines and provide feedback individually, rather than in discussion.

COA will be looking at whether the current conflict of interest provisions are adequate. The COA strategic plan does have a directive to define specific conflicts of interest, so this is something the COA had already planned to review.

After additional discussion, on a motion by Roberta Stevens, seconded by Stephen Matthews, the Executive Board

**Voted that** the Executive Board requests the Committee on Accreditation, working in concert with the Committee on Professional Ethics, review the current COA conflict of interest policies and recommend modifications as appropriate by the 2013 Midwinter Meeting. *COA*

### Session Two

The Board convened at 9:00 AM on Saturday, April 21, 2012 with President Molly Raphael presiding.

PRESENT: President Molly Raphael; President-elect Maureen Sullivan; Treasurer James Neal; Immediate Past President Roberta Stevens; Executive Director Keith Michael Fiels; Executive Board members: Dora Ho, Patricia Hogan, , Stephen Matthews, Sylvia Norton, Michael Porter, Kevin Reynolds, Linda Williams and Courtney Young.

### Procedural/Consent Items

The Executive Board approved the following items:

**By consent**, accepted the following reports: President's Report, (2011-2012 EBD #7.5, Exhibit 4); President-elect's Report (2011-2012 EBD #7.6, Exhibit 5); Executive Director's Report, (2011-2012 EBD #12.30, Exhibit 6); Advocacy Report, (2011-2012 EBD #12.32, Exhibit 7); Campaign for America's Libraries Report (2011-2012 EBD #12.33, Exhibit 8); Media Relations Report, (2011-2012 EBD #12.34, Exhibit 9); and Office of Research and Statistics Report (2011-2012 EBD #12.31, Exhibit 10). *Consent Agenda*

**By consent**, approved the 2012 ALA Executive Board Midwinter Meeting minutes, and the corresponding Vote Tally (2011-2012 EBD #2.2, Exhibit 11 and 2011-2012 EBD #1.5, Exhibit 11). *Consent*

**By consent**, confirmed the vote tally from the February 21, 2012 conference call during which the Board

**Voted** to approve four new positions in ALA Publishing as outlined in Executive Board document #12.28. (2011-2012 EBD #1.6, Exhibit 13). *Consent*

**Finance and Audit Committee (F&A) Report** – EBD #4.10 (Exhibit 14)

ALA Treasurer Jim Neal referred the Board to EBD #4.12 (Exhibit 15) which is a request for approval to submit a Request for Proposal (RFP) for a new audit firm. This request is prompted by anticipated staffing changes within the current audit firm of Grant Thornton. F&A has evaluated the strengths and weaknesses of the current firm and developed a process and timetable for going through the RFP process with sufficient time to have a new firm in place when the fiscal year 2012 audit process begins in the fall of 2012.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted** to direct ALA management to submit an RFP to several audit firms in order to secure a new audit firm for the FY 2012 audit process. *Audit RFP*

The goal is to have recommendations for the Board prior to the 2012 Annual Conference.

Neal gave a brief status report on the Neal-Schuman acquisition. The integration of Neal-Schuman operations into the ALA Publishing program is going smoothly. Sales have been in alignment with expectations. He reviewed EBD #4.15 (Exhibit 16) which is the valuation of Neal-Schuman. The firm of Blackman Kallick prepared this valuation in compliance with financial reporting requirements. They identified a variety of intangible assets totaling \$6.626 million. Additional items associated with the acquisition bring the total purchase price to \$7.2 million.

Neal directed the Board to EBD #4.13 (Exhibit 17) which provides several financing options. Neal pointed out that ALA currently has three outstanding loans: for the Washington Office property in DC, for the CHOICE property in Connecticut, and for the Neal-Schuman acquisition. A recommendation is being brought to the Board to consolidate the three loans and execute a taxable, no prepayment option.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted that** the Executive Director proceed with taxable/no pre-payment financing arrangements with JP Morgan Chase Bank and prepare financing terms to be finalized and approved prior to Annual Conference. *Publishing Finance*

Neal was joined by Greg Calloway, Associate Executive Director, Finance, to review the FY2012 budget update and projections found in EBD #14.11 (Exhibit 18). Calloway reported that for the entire Association, total revenue at this point is higher than at the same time last year as the result of two division conferences that took place during this fiscal year. Expenses are significantly under budget.

For the General Fund, revenues are being projected higher than budget as a result of new Neal-Schuman revenue. However, registration and exhibits for the 2012 Annual Conference in Anaheim are projected to be under budget. Expenses are also anticipated to be over budget as a result of new Neal-Schuman costs. As a result, year-end projections indicate a total net operating loss in the General Fund of approximately \$400,000; thus, ALA senior management has recommended two actions to help cover this shortfall:

1. To use up to \$307,000 from the General Fund Net Asset Balances
2. To use up to \$94,551 of the remaining unspent Future Fund deferred accumulated interest income (Unrestricted Funds) generated in 2005 and 2006.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted** to approve the transfer of the remaining unspent interest of \$94,551 from the ALA Future Fund interest generated from 2005 and 2006 to offset the projected FY2012 General Fund operating deficit. *Fiscal Year '12*

**Voted** to approve the use of up to \$300,000 in General Fund asset balance reserves to offset the projected FY2012 General Fund operating deficit. *Fiscal Year '12*

Neal directed the Board to the Controller's Report (EBD #4.9 – Exhibit 19) and acknowledged the significant progress in the implementation of the new financial accounting system and various developments around cash management and inventory control.

The Board was asked to accept the audit of the 403(b) retirement plan that was presented in EBD #4.16 (Exhibit 20). Calloway explained that the audit reflects new federal requirements.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted** to accept the 403 (b) audit for the 2010 retirement plan. *Retirement Plan*

The Board was also asked to authorize the employment of a firm to carry out the 2011 403(b) audit. On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted that** the firm Mueller & Co. LLP be retained to perform the audit for the 2011 403 (b) plan year. *Retirement Plan Audit*

Neal reviewed Information Item #1 (Exhibit 21) which is the Indirect Cost Study. This document establishes the rate that will be applied to conference and publishing revenue and to the divisions. Based on an analysis of various financial reports, an amount equal to 24.2% will be applied to the FY2014 budget.

The final item in the F&A report was a special promotion for memberships described in EBD # 4.14 (Exhibit 22). Kay Cassell, Chair of the Membership Committee, joined the meeting via conference call to describe this recommendation. Cassell explained that two proposals have been developed in an effort to retain members – both personal members and institutional members.

The first proposal is to lower the personal membership rate for the second year of membership to the same rate as the first year and then to increase it for the third year.

The second proposal is aimed at the small and very small libraries and offers them a 50% discount and to improve communications with them to highlight the advantages of ALA membership and how they can make their membership work for them.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted that** the Executive Board approve in principle a special promotion for first year personal members who dropped their membership after 12 months, and a special promotion for small and very small organizational members, subject to review and recommendation by BARC. *Membership Special Promotion*

**FY2013 Budget Presentation** – EBD #14.10, Exhibit 23

ALA Executive Director Keith Fiels began the presentation by emphasizing that the goal of the budget is to support the mission of the Association and its programmatic priorities. These programmatic priorities are approved each year by the ALA Council. He discussed the broad institutional strategies which include:

- Anticipate and respond to environmental factors
- Influence legislation and regulation and advocate the critical values of libraries and librarians
- Focus on member needs, satisfaction, retention and recruitment
- Continued growth in online CE with an emphasis on international markets
- Maintain member services at the highest possible level in light of the current economic climate
- Move forward on the strategic initiatives and the deployment of services that meet the needs of members and libraries
- Enhance member engagement both virtually and face-to-face
- Continue to expand international product and service offerings
- Build on the Association's membership strength and financial health
- Develop and promote appropriate technical standards and guidelines which strengthen library services and the profession

Fiels reviewed the programmatic initiatives and highlights:

- 2013 Annual Conference in Chicago; 2013 Midwinter Meeting in Seattle; and ACRL conference in Indianapolis – All should be successful conferences
- Support advocacy initiatives at the national, state and local levels to expand online advocacy training
- Increased support for electronic participation by members
- Online RDA (Resource Description and Access) should be fully operational and available for maximum marketing and sales.
- Virtual library conference – There is a \$10 increase in registration for Annual Conference, \$7 of which will go to capturing digital content which will be available to participants who may have missed a program. There is also the possibility of selling the virtual content as a separate package or linked in some way to the Virtual Conference.
- The APA Support Staff certification program is now in year 4.

He spoke briefly about the environmental assessment and the various unknown factors which include anticipated inflation, the outcome of the November 2012 presidential election, and the budget deficits in various states.

Fiels discussed the FY2013 budget assumptions which include:

- A one-percent compensation increase for staff as well as a one-percent end-of-year compensation adjustment contingent on meeting the budget
- \$50,000 for new business development opportunities
- Maintaining the fringe benefit rate at 30%
- Expected revenue increases in Publishing and Conferences based on sales of RDA and the addition of the Neal-Schuman acquisition and new pricing strategies
- Reduction in expenses for General Fund units by ½%
- Addition of \$100,000 to General Fund net asset balance reserves

He highlighted three changes that are occurring within ALA:

- The creation of the Director of ALA Marketing position whose salary will be split between Conference, Membership and Publishing.
- The management of the ALA elections has been moved to the Office of ALA Governance from the Operation and Support Office, freeing up some funding in that area.
- Reorganization in the Accounting Department with the creation of a Director of Financial Reporting and a Senior Staff Accountant.

Key areas of the business development focus include: Neal-Schuman Publishers, International Markets, and Continuing Education. In addition, several advocacy initiatives are planned as well as initiatives under the goals of “Building the Profession,” “Transforming Libraries,” “Member Engagement,” and “Organizational Membership.”

Greg Calloway continued the discussion of the FY2013 budget by reviewing the financial trends over the past five years and the ways in which ALA has dealt with the deficits resulting from the current recession.

He reported that the total ALA budgetary ceiling for FY2013 will be \$64,196,615 which represents net assets (unexpended balance remaining from FY2012) plus anticipated FY2013 revenue.

He broke down the anticipated revenue for FY2013 as follows:

- Dues will remain relatively flat.
- Neal-Schuman and Huron Press will bring in considerable new revenue.
- New subscriptions, which will primarily consist of the RDA, pending approval by the Library of Congress and other participants, will bring additional revenue.
- Total anticipated revenue is \$50 million.

On the expense side, expenses will be greater than revenues, primarily due to the fact that PLA and AASL are drawing down on their net assets. ALA management has been asked to

cut their FY2013 budget requests by one half of a percent; however, total anticipated expenses are \$51.3 million.

On the recommendation of the Finance and Audit Committee (F&A), the Executive Board

**Voted that** the Preliminary FY2013 Budget proposal (EBD #14.10) be forwarded to the Budget Analysis and Review Committee (BARC) for further analysis and review. The Board affirms the strategic directions of this budget and requests that BARC report back on its analysis at the 2012 Annual Conference in Anaheim. *FY2013 Budget*

**Endowment Trustees' Report** – EBD #13.3 (Exhibit 24)

Dan Bradbury, Chair of the Endowment Trustees, joined the meeting via conference call to report on the performance of the endowment for the first quarter of 2012. As of March 31, 2012, the portfolio was \$32.4 million. Overall performance reflected a return of 7%, slightly lower than the 8.1% composite benchmark; however, the trustees are confident that the portfolio is well-positioned for the future.

**Diversity Office Report** – EBD #12.36 (Exhibit 25)

Miguel Figueroa, Director, Office for Diversity, met with the Board to discuss current grant-funded projects taking place in his office:

- The Knowledge Alliance is a program funded by the Institute of Museum and Library Service (IMLS) for pre-professional recruitment. The Office for Diversity received \$400,000 from IMLS in July 2010 to undertake the project to engage a geographically diverse cohort of librarians to serve as mentors to college and high school students. Thirty-five early career librarians have been engaged in conversations about what brought them to librarianship and what concerns they have for the future of libraries. Some ALA staff were also brought in to address recruitment issues including salaries for librarians, the actual pursuit of the master's degree, and future career opportunities within libraries.

The tagline “Meet your Ally” reflects the willingness of recruiters to serve as personal guides for college and high school students. There is a Knowledge Alliance recruitment portal that utilizes a social networking model to connect individuals interested in careers in libraries with allies who can support their pursuit. The program is particularly focused on underrepresented groups and for ethnically diverse people who might be first-generation college students. The portal also pushes out information about scholarships, master's program deadlines, etc.

Figueroa explained that this program differs from the function of the Office for Human Resource Development and Recruitment (HRDR) in that HRDR promotes the idea of librarianship as a career, whereas the Knowledge Alliance takes individuals to the next step of completing a master's program. The Knowledge Alliance launched in March 2012 and so far about a dozen individuals have created profiles and are matching themselves up with allies.

- The Spectrum Doctoral Fellowship Program was funded for \$800,000 in July 2011. Its focus is to promote LIS doctoral study as a viable occupation for underrepresented racial and ethnic groups. There is funding to provide at least seven fellowship packages, which would include full tuition and yearly stipends for students entering their doctoral studies in 2013. ALA will fund the first two years of the doctoral program with the LIS schools funding the remaining required studies. Twenty-one doctoral programs have agreed to partner with ALA. The application for this program will be finalized in the summer of 2012.

Figueroa spoke briefly about the Office for Literacy and Outreach Services (OLOS) which continues to focus heavily on library resources. A new outreach toolkit – AdultLiteracy@yourlibrary – focuses on native English speakers who are new or non-readers and how the frontline librarian can serve this group. He explained that for the small and rural libraries, print resources are the most effective because these libraries often do not have access to the resources online.

OLOS is also trying to refocus on equity of access as a major issue for the underserved populations.

**Washington Office Report** – EBD #12.35 (Exhibit 26)

Emily Sheketoff, Associate Executive Director, ALA Washington Office, provided an update of library-related issues on the political front:

- The Washington Office has worked to provide language and proposals for the Workforce Investment Act and the Elementary and Secondary Education Act both for school libraries and early childhood literacy activities in public libraries and digital literacy. They are optimistic that when legislation starts to move forward again, those pieces of legislation will contain very helpful initiatives for libraries.
- Most consultants agree that it is unlikely that there will be any large increases in funding for public libraries or school libraries in federal legislation in the next decade. The Washington Office is trying to open up library opportunities in other pieces of legislation where libraries aren't traditionally playing a role or where they could play a role. One example is the Workforce Investment Act. Libraries are playing a big role in helping people look for work and teaching employment skills and these are activities that could be paid for with Workforce Investment money.
- The Washington Office is monitoring a number of bills that are trying to enable electronic communications to be more easily monitored by the government and then retained for an undetermined timeframe for an undetermined use which raises a concern about privacy.
- On April 23, 2012, the Washington Office will launch a new service called Mobile Commons. This is an effort to attract new younger advocates to use new technology for advocacy. It will enable the Washington Office to text information, send a poll question, send action alerts, etc. This will make it easier to respond to alerts via mobile devices; members will enter their zip code and the response will be sent directly to their member of Congress and both Senators. Tracking technology will

provide information about the level of advocacy that is taking place which will allow the Washington Office to follow up with specific Congressional offices.

- National Library Legislative Day will take place on Monday and Tuesday, April 23 and 24 with 338 registrants. The major topics of discussion when delegations visit the Congressional offices will be appropriations. Two appropriations letters were sent to the House and Senate – one on the Library Services and Technology Act (LSTA) and one on literacy.

**Development Office Report** – EBD #6.3 (Exhibit #27)

Kim Olsen-Clark, Director of the ALA Development Office, provided an update to the written report she had previously submitted:

- The Public Library Association (PLA), in partnership with Influx Library User Experience Consulting, will be submitting a research and development grant to IMLS. The proposal is for a \$50,000 planning grant for summer reading web applications.
- The Spectrum Presidential Initiative is officially wrapping up. The goal of \$1 million was exceeded.
- Three proposals were submitted in December 2011 for the Laura Bush grants. Six proposals were sent in February for the National Leadership Award. The outcomes of these proposals have not yet been received.
- A “Thought Leaders” meeting will be convened on May 4 in Washington, D.C. This is headed up by President Raphael, President-elect Sullivan, and Keith Michael Fiels. Forty individuals will be attending this meeting which has been underwritten by the Gates Foundation. Additional foundations and several large companies will be represented as well as five library practitioners.
- Continuing a conversation started by Immediate Past President Roberta Stevens and Keith Michael Fiels with the president of AARP, the Development Office is following up with staff at the AARP Foundation to investigate some integrations and possibilities of developing public awareness programs about aging populations at libraries.
- The Planned Giving Campaign, dubbed “15 by ’15,” is targeted to raise \$15 million by 2015. Although the campaign will officially launch at the 2012 Annual Conference, a portion of the goal already been achieved.
- The Development Office continues to submit proposals to the Carnegie Foundation.
- Simon & Schuster has expressed an interest in giving support to Día de los niños/Día de los libros. They have a program through General Mills and First Book, and the Development Office is investigating how ALA could implement Día within that program.

- The Pitney Bowes Foundation has awarded \$35,000 to fund disaster relief for both school and public libraries. Nine libraries affected by Hurricane Irene in August 2011 have been identified to receive grants from \$3,000 to \$5,000 to rebuild collections and replace furniture and equipment.
- The Development Office has begun hosting monthly “Top Prospect” meetings for ALA units that are interested in fundraising to learn how to raise funds and discuss ways to promote cross-unit collaboration.

Olsen-Clark presented a break-down of how funds are coming into the Association: cash, pledges, endowments, scholarships, grants and planned gifts.

***Office for Human Resource Development and Recruitment*** – EBD #12.38 (Exhibit 28)

Lorelle Swader, Director, Office for Human Resource Development and Recruitment (HRDR), reported on the activities in which the office has been engaged since the 2011 Annual Conference:

- The Placement Center, which was established more than 40 years ago, provides assistance to the job seeker to help them with their career development needs. HRDR has worked closely with the job seekers to learn about their concerns and needs. They also employ the services of a job counselor, Dr. Caitlin Williams, who has helped listen closely to the concerns of job seekers. Swader noted that HRDR received \$15,000 of 2015 funds to enhance the services provided to job seekers virtually so they are not restricted to face-to-face meetings with job counselors at Midwinter and Annual. Webinars have also been enhanced and are now offered quarterly. There are also online monthly chats where individuals have an opportunity to share resources and express their concerns and where HRDR staff can offer suggestions and provide information.
- The Emerging Leaders program continues to be robust, with more than 20 juries who make selections throughout the organization.
- ALA has been approved to offer CEUs for five years and HRDR has been working with the various ALA divisions, round tables and offices to provide appropriate continuing education opportunities. After five years the approval process will begin again. Swader pointed out that the Young Adult Library Services Association (YALSA) has been a leader in this process by having a systematic way in which they track content delivery and outcomes for learning. HRDR is hoping to replicate YALSA’s model across the Association.
- HRDR works closely with the Committee on Education (COE) which has been very active in a process of evaluating diversity and higher education with regard to LIS programs. COE has put together a task force of representatives from across the Association which developed a survey to gather information about curriculum, student recruitment and mentoring, faculty recruitment and retention, and administrative support for the multicultural environment. The task force will report their findings to COE at the Annual Conference.

- As liaison to the Training, Orientation, Leadership and Development Committee (TOLD), Swader reported that the Committee Chair Orientation that TOLD conducts at Annual Conference has been renamed the Strategic Leadership Meeting where the ALA presidents-elect can share their vision for where they see the committees going. TOLD is also investigating more ways to engage the committee members virtually so they can accomplish their work between conferences online.
- The Committee on the Status of Women in Librarianship (COSWL) worked on a program sponsored by Northwestern University during Women's History Month in March, 2012 to support the National Women's History Museum in Washington, DC. Wayne Wiegand and Sara Wadsworth have written a book, *Right Here I See My Own Books*, about the impact of the first women's library at the 1893 World's Columbian Exposition in Chicago. Northwestern University holds the original collection and ALA was one of the supporters of that library. There was a lecture series at the end of March and all of the proceeds from book sales went directly to the National Women's History Museum.

### **New Business Development**

ALA Treasurer Jim Neal, and Executive Director Keith Michael Fiels, reported on the status of the new Neal-Schuman Publishing imprint and on the New Business Development meeting that took place on April 18, 2012.

- ALA Publishing is now being delivered through four imprints: Library Editions, ALA TechSource, Neal-Schuman, and Huron Street Press. Neal-Schuman will have a focus in the library information/education market; Huron Street Press, launched in January 2012, will publish a variety of titles designed to appeal to a broad consumer market presenting a theme through the filter of the library. The first theme will focus on reading to your child and will present a selection of books suitable for this purpose.
- The electronic publishing aspect is being reviewed to determine how to continue to make ALA's current inventory as well as retrospective inventory available electronically.
- As the infrastructure for online education continues to strengthen, as many parts of the Association as possible are being encouraged to take advantage of this to drive more new revenue into the Association. The Association for Specialized and Cooperative Library Agencies (ASCLA) has developed a continuing education program on working with people with disabilities; the Diversity Office has started to roll out a series regarding dealing with disabilities and developing a diversity plan; the Association for Library Trustees, Advocates, Friends and Foundations (ALTAFF) has just released its Trustees Academy.
- Mary Mackay, Director, Marketing Strategy, has prepared two documents: One discusses a process for developing a more formal international business development plan. This is targeted to be in place at the start of the new fiscal year. The second document is a benchmarking document that discusses opportunities for various markets and products in the international arena.

- A possible focus group will be convened at the 2012 Annual Conference with individuals who have extensive expertise in various areas to provide more insight into international marketing.
- The concept of ALA consulting was discussed where ALA would provide services for a fee.

Both Fiels and Neal stressed that when exploring the international arena, generating revenue is secondary to advancing the ALA mission.

**Procedures and Guidelines for ALA Virtual Membership Meetings** - EBD #12.40 (Exhibit 29)

JoAnne Kempf, Director, Office of ALA Governance, and Lois Ann Gregory-Wood, Council Secretariat, advised the Board that a 90-minute virtual membership meeting is planned for Wednesday, June 6, 2012. There is an item on the current ALA ballot asking for an amendment to the ALA Bylaws that will allow for the conduct of a virtual membership meeting, so in anticipation of that amendment being passed, the Board was asked to approve the Procedures and Guidelines for Governing a Virtual Membership Meeting as well as the Procedures for Preparation of Resolutions at a Virtual Membership Meeting.

Both documents were developed based on the procedures and guidelines that govern face-to-face meetings. The procedures for preparing resolutions were reviewed by the ALA parliamentarian as well as the Resolutions Committee.

Kempf reviewed the format of the Virtual Membership Meeting: There will be reports from the ALA president, Executive Director, and Chair of BARC. Time will be allowed after each report for questions from the audience. Resolutions will then be taken up and as time permits there will be open discussion based on topics derived from a member survey. The Committee on Membership Meetings is working with ALA staff to develop the program/discussion aspect of the meeting.

She explained that resolutions will be submitted via the member group in ALA Connect. All resolutions must be submitted no less than seven calendar days prior to the meeting to allow the Resolutions Committee sufficient time to review the resolutions and work with the movers as necessary. As with face-to-face membership meetings, 75 members will constitute a quorum for voting on resolutions.

Kempf also explained that issues that arose from the Virtual Town Hall meeting that took place in 2011 are being addressed. These include the iLinc platform being compatible with versions of McIntosh products and accessibility for visually impaired participants.

On a motion by Courtney Young, seconded by Michael Porter, the Executive Board

**Voted** to approve the procedures to govern the ALA Virtual Membership meeting and Guidelines for Preparation of Resolutions for ALA Virtual Membership Meetings. *Virtual Membership Meetings*

Session Three

The Board convened in Closed Session at 9:00 AM on Sunday, April 22, 2012 with President Molly Raphael presiding.

PRESENT: President Molly Raphael; President-elect Maureen Sullivan; Treasurer James Neal; Immediate Past President Roberta Stevens; Executive Director Keith Michael Fiels; Executive Board members: Dora Ho, Patricia Hogan, , Stephen Matthews, Sylvia Norton, Michael Porter, Kevin Reynolds, Linda Williams and Courtney Young.

In Closed Session the Board conducted the review of legal counsel and received an update of legal issues of interest to the board.

Strategic Plan Update – EBD #12.39 (Exhibit 30)

Keith Fiels and Mary Ghikas discussed activities that support the goals and objectives of the 2015 strategic plan. Fiels commented that there has been an increasing ability to link different parts of the organization together in partnerships to accomplish the plan goals and objectives. He highlighted several areas:

- The School Library Advocacy Campaign
- Spectrum Scholarships
- Intellectual Freedom and Digital Media Literacy linking traditional and 21<sup>st</sup> Century literacy
- The Planned Giving Campaign
- Increased support for job seekers as well as outreach tools for employers
- Continuing Education and the possibility of PLA and Publishing working together to provide continuing education for the Certified Public Library Administrator Program
- Investments in technology
- Research supporting advocacy – ACRL has been making progress in this area
- Grant funding
- Moving forward into a more comprehensive and intensive ALA leadership program
- Community Engagement – an initiative with the Harwood Institute is being discussed

Ghikas discussed ways the ALA conference is being redesigned to meet the changes being dictated by today's economy. The layout of the exhibit floor is being studied to determine if there are ways to make it easier for conference attendees to find what they are looking for while at the same time making the change beneficial for the exhibitors.

For the upcoming Annual Conference, programs have been organized by content under the umbrella of Transforming Libraries. In the process it has been discovered that there are many overlapping programs of similar content being offered by various offices and divisions. ALA staff is working with the Conference Committee to determine ways to encourage these units to work together to plan programs for future conferences. Additionally, most programs at the upcoming conference will be at the convention center rather than spread out across the city, thus reducing the need for bussing.

Also under consideration is assigning preset meeting rooms rather than allowing members to determine how rooms should be set and what type of AV will be used. The concept of multi-year contracts with conference cities is also beginning to be utilized, which results in lower costs.

### **Council Self-Assessment**

Keith Fiels discussed the process for undertaking the Council Self-Assessment. This was a recommendation brought by the Council Effectiveness Task Force at the 2011 Annual Conference. He described the process that has been established for this assessment:

- Parliamentarian Eli Mina has developed a draft questionnaire to be sent to Council. The questionnaire is designed to examine different areas of Council performance and quality in the areas of:
  - Council as a policy making body
  - Council meetings
  - Council Structure and Composition
  - Council Culture
  - Committees and Task Forces
  - Council relationship with the Executive Board, ALA staff and advisors
  - Council Orientation
- Molly Raphael will send an introductory email to Council proposing the process and timeline.
- The questionnaire will be sent to Council the third week of May with a one-week turnaround.
- The analysis will be presented to Council at their second meeting at the upcoming Annual Conference. Council will be asked to form small groups to discuss the results.
- The Council Orientation Committee will review the results of the small group discussions and formulate recommendations that will be shared with Council prior to the 2013 Midwinter Meeting.
- The recommendations will be discussed with Council at Midwinter and implementation will take place in the spring of 2013.
- A follow-up survey will be conducted in the spring of 2014.

### **Board Effectiveness**

Immediate Past President Roberta Stevens commented on the Board's effectiveness during the three days of this Spring meeting.