MINUTES
ALA Executive Board Meeting
2014 Spring Meeting

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American Library Association

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AMERICAN LIBRARY ASSOCIATION

Executive Board Meeting
2014 Spring Meeting

American Library Association
Carnegie Room – ALA Headquarters
Chicago, Illinois

The ALA Executive Board met in the Carnegie Room of the ALA Headquarters in Chicago, Illinois from April 11-13, 2014.

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

The agenda (2013-2014 EBD #9.3.1) is attached as Exhibit 1.

Session One

The Board convened at 1:00 PM on Friday, April 11, 2014, with President Barbara K. Stripling presiding.

Feedback from Membership on Strategic Initiatives – 2013-2014 EBD #12.24 (Exhibit 2)
The Executive Board discussed feedback received from ALA members on the Strategic Initiatives.

Sr. Associate Executive Director Mary Ghikas explained the feedback collection process:
- The Strategic Framework, with a cover letter from ALA President Barbara Stripling, was posted to the ALA Member Community in ALA Connect on February 18, 2014, requesting feedback. Simultaneously, the three Strategic Initiatives (Advocacy, Information Policy, and Professional and Leadership Development) and the Enabling Strategies were separately and individually posted. This provided another option for people who preferred to focus on one aspect of the plan. Members were invited to visit the ALA Member Community, via individual email. In addition, the link was provided to members from various division and round table email lists and ALAConnect groups.
- The feedback from members, along with responses from Executive Board Members, was collected into one document for the Board's review (EBD #12.24).

Board members made the following points:

- Seventeen comments were received and 1,063 members viewed the ALA Connect posts.
- Several Board members reported receiving positive comments from members since the Strategic Framework was made public. However, a recurring question is how will it translate into resources and how will the budget reflect this?
- At-large Council members could be called on to help solicit comments from members, via a team leadership group or task force.
- A plan should be put in place to solicit further feedback, perhaps by focusing on more specific questions.

How the Strategic Initiatives Fit with Strategic Planning – 2013-2014 EBD #12.31
(Exhibit 3)
The Executive Board discussed the timeline and process for strategic planning.

ALA Executive Director Keith Michael Fiels provided an overview of the strategic planning process, noting two separate threads:

1. A strategic planning process needs to be developed that engages a wide range of constituents. The Strategic Framework naturally leads to the next Strategic Plan.
2. A major rethinking of advocacy is underway. As part of this process, Kitchen Table Conversations will be held at the upcoming 2014 Annual Conference to gather feedback from the membership.

The current Strategic Plan was approved in 2010 and goes through August of 2015. Lately, there has been a movement among the divisions to move from a five-year planning cycle to a shorter cycle. This reflects the level of change that ALA is currently experiencing. Therefore, it is proposed that the next Strategic Plan be a three-year plan. The proposed timeline is outlined in EBD #12.31.

Board members made the following points:

- Various groups within the Association should be convened with the intent to have substantive discussion on the Strategic Framework.
- The process of depositing comments in ALAConnect, without an immediate response, may have been a barrier for some members. The Board should consider holding virtual conversations, for example, via a Twitter chat hosted by the President or President-Elect, where members feel immediately engaged. The conversations can be easily archived for review.
- ALA should set an example for effective strategic planning and pass this knowledge on to chapters and individual members.
- When conducting assessment of the Enabling Strategies, ALA should focus on the measurement of impacts, as several ALA divisions are currently doing in their assessment procedures, including the Public Library Association (PLA) and the Association of College & Research Libraries (ACRL).
- ALA should consider changing the term "Programmatic Priorities" to "Core Values."

- The Board needs to examine how ALA organizes itself around the three Strategic Initiatives and determine which existing units will champion and advance them.

A Board member inquired about the creation of an implementation matrix for members that clearly shows ownership of particular Enabling Strategies, contained within the Strategic Framework. Fiels suggested that the Board begin work on setting up an assessment framework at its next meeting.

A Board member wished to confirm that work on the Strategic Framework will continue to proceed, without waiting for the strategic planning process to begin. Fiels confirmed this and explained that the Strategic Framework will inform the upcoming strategic planning process. Further, ALA's Programmatic Priorities are the foundation of the planning process and represent ALA's core values. The Strategic Initiatives function at the middle level, and the Enabling Strategies support the Strategic Initiatives.

The Board discussed the next steps to be taken in the implementation of the Strategic Framework and the strategic planning process, beginning with messaging. The following points were made:
- It is important to be transparent and communicate the planning timeline with ALA membership.
- It should be clearly communicated to members that the 2015 Budget is aligned with the Strategic Framework.
- The Board must document at a high level the current investments that are being made for each of the Strategic Initiatives and demonstrate that the three strategic areas are a focus of the 2015 Budget.
- In addition to the Kitchen Table Conversations, ALA should host discussions in larger arenas. This will make possible the inclusion of a larger number of members in the discussion. The Membership Meeting could serve as one arena. In addition, town hall-style meetings could be held, as well as virtual town hall meetings following the 2014 Annual Conference. Some discussions could be general, while others focus on a specific Strategic Initiative.
- Using the Harwood Institute's turning-outward technique, ALA plans to hold various forums with members throughout the coming year. Some of these could focus on the Strategic Framework and the strategic planning process.
- Board members and chapter councilors should engage the state chapters in the planning discussions.
- Messaging should encompass state, national, and international perspectives. It should also include an explanation of the engagement plan and an overview of the Board's vision of impact-based assessment.
- The Board should utilize liaison visits at the upcoming Annual Conference to discuss the Strategic Framework and the strategic planning process.
- ALA staff should be engaged in the planning process.

The Board discussed the questions to be asked during conversations with membership. The following questions were suggested:
- What will success look like? How will we measure success?

- What challenges do we face now and what challenges are we likely to face in the future?
- How can we turn challenges into opportunities?
- How would you like to be involved?
- How would you like to hear about our implementation?
- Who should our internal and external partners be?

Board members agreed that ALA might consider strategic directions, rather than a strategic plan that is updated every three or five years. The directions would not have a timeframe attached to them, but timeframes could be set for specific markers along the way. This approach is more flexible and allows the Association to more easily adapt to change.

Board members also agreed that periodic progress reports should be sent to members on the planning process and timeline.

<u>Accreditation</u> – EBD # 12.3.1 (Exhibit 4)
The Board held a conversation with Barbara Moran, Chair of the Committee on Accreditation (COA); Joan Giesecke, Member of the Committee on Accreditation; and Karen O'Brien, Director of the Office for Accreditation, on the current trends and issues regarding accreditation of Master's of Library and Information Studies (MLIS) programs.

President Barbara Stripling remarked that she has received positive feedback from members on the revised *Standards for Accreditation of Master's Programs in Library and Information Studies.* Members value accreditation and appreciate that they are asked to give input during the revision process.

A Board member noted that the revised *Standards* give programs valuable guidance in the area of program assessment and asked if programs are seeing assessment as a heightened responsibility. Giesecke explained that the idea of assessing student learning outcomes is slightly more than ten years old in the accreditation arena. While it has taken some programs time to understand what accreditors are looking for, many have made great strides and are making assessment a strong focus.

A Board member asked about transparency within the accreditation process, particularly in terms of challenges that a particular program may have, and if COA has a communication plan in the works. Giesecke explained that COA's communications to programs have become more specific and clear over the past three years. In addition, the programs have extensive conversations with Office for Accreditation staff to further clarify COA communications. O'Brien added that it is not COA's or the Office's role to tell a program how to solve particular problems.

A Board member asked if there is a way for programs to learn about general trends in accreditation before reviews take place. For example, many programs have struggled with the accreditation standards related to assessment, because they are unaware if its importance. Moran explained that programs are invited to learn about current trends in

accreditation, including assessment, through COA programs held at midwinter meetings and annual conferences. In addition, accredited program faculty and staff are invited to observe external review panelist training, where the *Standards* and program expectations are discussed extensively.

Moran explained that COA's Planning Subcommittee is currently working on its strategic plan and examining how the committee should be operating as a unit of ALA. COA is working on questions to bring to the Board at the upcoming Annual Conference, related to this topic.

A Board member noted the following trends to watch: (1) The number of new programs seeking initial accreditation; (2) The employment prospects of new graduates; (3) The increasing number of new jobs requiring "an MLS *or other appropriate credentials*"; and (4) The reality that many libraries are hiring large numbers of professionals with diverse academic backgrounds other than library studies. Moran, Giesecke, and O'Brien made the following points:
- COA recently granted initial accreditation to the University of Ottawa and there are two other programs currently with precandidacy status. COA sees this as an encouraging development, as it indicates that universities are recognizing the importance of master's programs in library and information studies.
- COA recognizes the drop in employment opportunities for library and information studies (LIS) graduates during the past five years. However, the job market is picking up, while, at the same time, enrollment is dropping slightly. It is hopeful that these trends will create a better job market for new graduates.
- MLIS programs cannot provide for every need of every type of library, so it makes sense that employers seek professionals from other disciplines.
- The field is very diverse and the *Standards* allow for flexibility in designing programs to meet a variety of needs.

A Board member inquired about the rise of iSchools and how this affects programs that want to keep their accreditation focused on librarianship. Moran explained that the iSchools have discussed accreditation, using their own standards. Many schools have both strong library science and iSchool components that strengthen each other. Currently, the information science programs are accredited by ABET, but COA is looking at the possibility of taking a leadership role in the formulation of accreditation standards specifically for iSchools.

A Board member inquired about international accreditation. Moran, Giesecke, and O'Brien made the following points:
- Over the years, there have been several discussions with international programs about the possibility of ALA accreditation.
- The *Standards* are grounded in the North American tradition. If international accreditation were to become a reality, certain mechanisms may have to be adjusted.
- There have been discussions with professional associations in other countries, particularly Mexico, on whether to adapt the ALA *Standards* to fit their own

needs versus working towards accreditation, via COA. In order to be granted precandidacy status, a program must submit an application and, thus far, no international program has done so. Additionally, COA does not currently have an explicit mandate to accredit international programs.

- One issue is the desire of foreign students to be eligible for employment in North American libraries. To some extent, the proliferation of distance programs has now given foreign students an opportunity to earn ALA-accredited degrees.

A Board member added that, in some countries, the primary path to librarianship is an undergraduate degree, rather than a master's degree.

A Board member asked if the number of programs with conditional status (five) is a cause for concern. Moran and Gieseke explained that this is a typical number. COA has tightened its processes over the last two years, and programs that are not performing well must meet the *Standards* within a specific period of time. The tightened processes have made programs more responsive.

Keith Michael Fiels stated that having a regular conversation between COA and the Board is important, as the Board gathers feedback from a variety of sources and has access to communication channels that COA does not, including *American Libraries* and other forms of member communication. Additionally, COA should let the Board know how it can be helpful in facilitating COA's work. Moran and Gieseke noted that COA would appreciate the use of additional communication channels to disseminate information on programming and accreditation in general.

A Board member brought up the issue of accrediting programs versus certifying individuals. Moran and Giesecke noted that COA is in the early stages of discussing this topic.

A Board member stated that there is a need to make clear the value of the ALA-accredited degree. Moran agrees that it is an important message to convey and noted that COA's program at the upcoming Annual Conference is on the value of the ALA-Accredited degree to employers.

The Board adjourned at 3:30 PM and moved into closed session.

The Board convened at 9:00 AM on Saturday, April 12, 2014, with President Barbara K. Stripling presiding.

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

Agenda Approval
By consent, the Executive Board approved the agenda for the 2014 Spring ALA Executive Board Meeting (2013-2014 EBD #9.3.1, Exhibit 1). *Consent agenda*

Procedural/Consent Items
The Executive Board approved the following items:

By consent, accepted the following reports: President's Report (2013-2014 EBD #7.5, Exhibit 5); President-elect's Report (2013-2014 EBD #7.6, Exhibit 6); Executive Director's Report (2013-2014 EBD #12.20, Exhibit 7).

By consent, approved the 2014 ALA Midwinter Meeting Executive Board Meeting Minutes and Vote Tally (2013-2014 EBD #2.3 and EBD #1.6, Exhibits 8 and 9).

By consent, confirmed the Executive Board online vote tally, conducted through ALAConnect, that ran from 3/26/14 to 3/28/14 (2013-2014 EBD #1.7, Exhibit 10). The Board voted to approve the appointment of L. Denise Moritz, Director of Financial Reporting and Compliance, as the Registered Agent for said corporation at the location address of 50 East Huron Street, Chicago, Illinois, 60611-2795.

Report out of Executive Session
President Barbara Stripling reported on the April 11 Executive Session:
- The Executive Board continued its discussion on accreditation.
- The Executive Board discussed some areas of the 2015 Budget in order to provide context for today's budget discussion.
- The Executive Board discussed the Task Force on Equity, Diversity, and Inclusion.

Endowment Trustees Report – EBD #13.3 (Exhibit 11)

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

- The Endowment Trustees recently met in New York and listened to several visiting experts discuss macroeconomic and investment conditions and how they might affect the portfolio's performance. Emerging markets are currently rising in value. In addition, corporate earnings remain strong and the economy continues to improve.
- It may appear that the Endowment underperformed in the equities market last year, because the S&P and Dow may have returned between 20 and 25 percent. However, if one examines the portfolio since 2008, the balance did not drop as much as it did for portfolios that are more concentrated in equities. Those portfolios dropped by as much as one third, while the ALA Endowment only dropped by one quarter.
- The Margaret Edwards Trust will add an $800,000 inflow to the Endowment.
- The Endowment's return for the first three months of 2014 is 1.5%.

On the recommendation of Finance and Audit, the Executive Board

> **Voted to** approve a spending/payout rate from the Endowment Fund for the FY15 budget of 5%. EBD #13.3

Last year it was determined that the Endowment would lose $1.2 million if investments went towards alternative energy sources, rather than fossil fuels. A Board member inquired whether the loss would be as great if the money was reinvested in more promising stocks elsewhere in the portfolio. Hersberger stated that the rationale for not divesting was to not restrict entire sections of the market, which could result in diminishing returns.

In addition, Fiels pointed out that some of the investment vehicles used by ALA are pre-bundled and do not allow removal of single stocks.

Finance and Audit Committee (F&A) Report – EBD #4.12 (Exhibit 12)

Mario Gonzalez, ALA Treasurer, reported on the F&A Meeting held on Thursday, April 10, 2014. He began by reporting on the 2014 Budget:

- Through February, total ALA reported revenues were $22.0 million, which is $1.8 million, 7.4% less than the budgeted amount of $23.8 million. Most of the variance occurred in three areas: General Fund (7.7% less than budget), the Divisions (4.5% less than budget), and Grants & Awards (18.9% less than budget).
- Through February, total ALA expenses were $22.0 million which is less than the budgeted amount of $25.5 million by $3.6 million (-14.1%). Lower expenses were realized throughout the association with the most significant savings realized in the Divisions ($1.7 million), the General Fund ($937,449), Grants & Awards ($503,487), and Long-Term investments ($300,990).
- As a result of the above information, total ALA net revenue was $32,925 which is much better than the budgeted loss of $1.8 million.

9

- Based on the January/February results, General Fund Projections for end of year revenues and expenses are $27.7 million. This is $1.1 million or 3.9% less than budget. Most of the revenue shortfalls are in Publishing Services, ALA Editions, Member Programs & Services, Midwinter Meeting, and dues. Fiels added that the gap between revenue and expenses is approximately $425, 0000, but $225,000 can be covered through additional expense reductions through the end of the year. Following a closed session discussion, F&A recommended the transfer of up to $200,000 from investment resources to balance the FY14 General Fund budget.

A Board/F&A member noted that the funds would be drawn from short-term bond or cash funds, rather than the long-term investment fund.

On the recommendation of the Finance and Audit Committee, the Executive Board

Voted to authorize the transfer of up to $200,000 from investment resources to balance the FY14 General Fund Budget. EBD #14.8 (Exhibit 13)

Gonzalez discussed the Indirect Cost Study. EBD #4.16 (Exhibit 14)
- Using the 2013 ALA audited financial reports, internally generated performance reports and updating the allocation information, the resulting rate was 25.9%. This was an increase of 2.0% from last year's rate of 25.4%. This year's rate will be applied to the FY16 budget at 100% (25.9%) on certain division conference revenue and 50% (13.0%) on certain publishing revenue.

Gonzalez discussed the Controller's Report. EBD #4.15 (Exhibit 15)
- On a year-to-year basis, as of February 28, 2014, ALA's financial position (Net Assets) improved by $4.2 million (14.2%) to $34.0 million. The most significant influence was the impact of improved long-term investment results, as well as greater cash on hand due to two division national conferences.
- The Neuberger Berman bond fund investment balance is $13.1 million on February 28, 2014. This investment has produced over $9.9 million in interest income since December 1991, and the yield has been well above the yield from certificates of deposit.
- ALA maintains a line of credit in the amount of $2.5 million with JP Morgan Chase. There were no outstanding draws on the line as of February 28, 2014.
- ALA has an outstanding loan with JP Morgan Chase in the amount of $9.5 million. The first scheduled payment of $647,500 was made on July 1, 2013, with the next scheduled payment on July 1, 2014. In order to meet this obligation management has been setting aside $50,000 on a monthly basis from the operating fund. Interest payments on this obligation are made monthly.
- As of February 28, 2014, the liquidity ratios are 1.76 and 3.89 respectively compared to the requirement of 1.1. Projecting out to the end of the fiscal year looks encouraging for both ratios.

Gonzalez discussed the 2015 Personal Dues Schedule. EBD #10.3 (Exhibit 16)

- The committee reviewed a request by the chair of the ALA Membership Committee to approve the application of the change in the national average Consumer Price Index (CPI) in 2013 in order to adjust the FY15 dues. The proposal noted that the CPI increased in 2013 by 1.5%. The impact on ALA dues levels for FY15 equals approximately $65,000.

On the recommendation of the Finance and Audit Committee, the Executive Board

Voted to approve of application of the 2013 change in the national average Consumer Price Index (CPI) of 1.5% to adjust dues in the FY15 budget. EBD #10.3 (Exhibit 16)

Gonzalez and Fiels discussed new business developments:
- Progress is being made on the online learning project. Currently the infrastructure is being put in place with the help of ITTS and should result in a plug and play model with Publishing that will deploy the content.
- Progress is being made with the representatives of the Sharjah International Book Fair (SIBF) to provide continuing education (CE) training. The SIBF is a ten-day event held annually in the United Arab Emirates. An initial program has been agreed upon and details will be forthcoming. In addition to the initial program, staff is in the process of developing a range of other partnership arrangements via CE training that will hopefully lead to a deepening relationship.

FY2015 Budget Presentation – EBD #14.9 (Exhibit 17)
Mario Gonzalez, ALA Treasurer; Keith Michael Fiels, ALA Executive Director; and Greg Calloway, Associate Executive Director, Finance and Accounting, presented the FY2015 Budget.

Keith Michael Fiels began by providing an overview of the FY2015 Budget:
- The FY2015 Budget is organized around the Strategic Framework, Strategic Initiatives and Enabling Strategies. There is a much stronger focus than in the past on integrating important work that is occurring across ALA units.
- The Strategic Initiatives operate within the framework of the ALA 2015 Strategic Plan, which was approved by Council in June 2010. The FY2015 Budget represents the final year of this five year plan.
- An advantage of the 2015 Budget is that ALA is experiencing a significant increase in several overhead-generating areas. In addition, the economic recovery has begun to positively impact libraries.
- An Executive Summary of the 2015 Budget will be prepared for ALA Membership in the coming weeks.

Enabling Strategies addressed in the FY2015 Budget:
- **Review staff structure and compensation to ensure focus on strategic initiatives.** The strategic repositioning of staffing resources within ALA is a key element of the 2015 budget. A number of significant new staff positions are being created or redefined to focus on the initiatives. The Budget also includes a two percent salary increase for staff.

- **A more robust public communication and public relations/marketing capacity.** This will be accomplished through a major realignment of ALA media relations and public awareness activities so they are more fully integrated over the course of this year. A new advocacy plan will be created through conversations with members, and new organizational relationships will be put in place to support a new advocacy vision.
- **A focus on revenue streams and fundraising opportunities to support the strategic initiatives.** This includes increased staff support for the 15 X 15 Planned Giving Campaign and a continued focus on new business development in the online learning and international areas. Roughly $1 million in amortization and depreciation for Neal-Schuman and RDA will steadily decrease over the next several years, freeing up funds to support strategic initiatives. In addition, a new position in accounting will work with ITTS to expand the capabilities of the new financial system and to maintain financial stewardship at the highest possible level.
- **Increased collaboration with the division leaders and staff and their contribution to the strategic initiatives.** A number of partnerships are being planned and divisions are involved in the Community Engagement Project.
- **New Pathways for member involvement/engagement in strategic initiatives**. A total "revamping" of the new member experience will be implemented in 2015, based on the kitchen table conversations and in close collaboration with the divisions.
- **A sustainable technological infrastructure that enables ALA to advance the strategic initiatives.** A high level association management system programmer will be hired to support the implementation of the e-commerce system that will support online continuing education. In addition, important investments are planned in 2015 to the Association's business continuity and data security systems.
- **ALA publishing and conferences will support the strategic initiatives.** This will occur through a new publishing vision and plan and through the continuing "reimaging" of the conference experience based on member conversations and a focus on the member experience.
- **Establish and support a network of internal and external relationships that promote the strategic initiatives.** An Association-wide assessment of strategic partnerships and alliances is currently being conducted, with approximately 200 existing relationships identified. In 2015, a permanent database of these will be created, and work will begin on how we can more effectively leverage these partnerships to achieve our goals.

Key Advocacy Initiatives and highlights in the FY2015 Budget:
- Support for advocacy initiatives at the national, state, and local levels will continue, including the national school library advocacy campaign and the Citizens for Libraries/Office for Library Advocacy coordination of the "Declaration for the Right to Libraries" project, launched in 2014. In addition, a new comprehensive advocacy plan is being developed and new relationships to support an expanded and more powerful advocacy effort are underway.

- A new ALA e-commerce site will be implemented (dues, events, fundraising) that will allow the Association to conduct commerce with its members, customers, and vendors in an accessible, user-friendly, and integrated fashion.
- The next generation Engage social networking platform for ALA Chapters to support advocacy at the state and national level will be implemented.
- The ALA Leadership Institute, initiated in 2013, will continue.
- A national Community Engagement project for libraries in partnership with the Harwood Institute for Public Innovation is underway, which will provide community engagement training to hundreds of libraries and thousands of library staff members.
- The Legacy Society and Library Champions programs will be refined and expanded.
- United for Libraries recently completed advocacy consultation for the first ten of twenty libraries selected to receive this service through a Neal-Schuman Foundation grant.
- As part of an IMLS National Leadership Planning Grant Causality: School Libraries and Student Success (CLASS), AASL will bring together 50 researchers to focus on the casual relationship between strong school library programs and student academic achievement, and create a white paper proposing a research agenda for future research for the school library field.
- Through the work of its Performance Measurement Task Force, PLA is working on identifying standardized measures of effectiveness for widely-offered public library programs.

Key Information Policy initiatives and highlights in the FY2015 Budget:
- The Policy Revolution! Initiative, funded by the Bill and Melinda Gates Foundation, will develop new relationships and activities with influential stakeholders at the national level.
- ALA will establish the Center for the Future of Libraries.
- A new high level lobbyist position focusing on copyright and privacy will be created in the Office for Government Relations.
- Work of the Digital Content Working Group will continue.
- Banned Books Week will be expanded internationally, using social media and promoting the new Challenge Database.

Key Professional and Leadership Development initiatives and highlights in the FY2015 Budget:
- A new ALA elearning commons will bring together ALA's online continuing education offerings through a new web portal that will provide members and others with improved access to a growing array of courses, including certification courses, CEUs, and free webinars. A new partnership with San Jose State University SILS will pilot a "plug and play" model for joint development and deployment of elearning modules in the future.
- The Spectrum Scholarship Program will award a minimum of 50 scholarships to students from racial and ethnic groups currently underrepresented in the profession.

- ALA will present a series of programs at the Sharjah Book Fair.
- ALA TechSource will increase the number of its webinars and e-courses from six per month in FY14 to eight per month in FY15.
- United for Libraries currently provides statewide subscriptions to groups in Nebraska, North Dakota, and Kansas, and is working towards enrolling the remaining states in the program.

A Board member expressed concern that the FY2015 Budget is very tight and may place additional burdens on an already overburdened staff. Fiels explained that, as part of the planned advocacy reorganization, ALA will examine which projects can be deemphasized in order to provide more support for other projects. Additionally, due to staff cuts over the past two years, departments have been intensively working on streamlining processes.

Greg Calloway discussed the financial portion of the FY2015 Budget:
- ALA must comply with the generally accepted accounting principles (GAAP) of the Financial Accounting Standards Board (FASB). As a result, Association activities in the FY2015 Budget are divided into three categories: unrestricted, temporarily restricted, and permanently restricted. The majority of the division, round table, and general fund activities fall under the unrestricted portion of the FY2015 Budget. Most grants and Endowment activities make up the temporary unrestricted category. Major grants from the Carnegie Corporation make up the permanently restricted category.
- The budgetary ceiling is calculated solely by the revenues earned per year. For example, in FY2015, $29,498,008 in revenue is anticipated in the general fund. This includes a $533,000 transfer from the long-term investments. The total budgetary ceiling is $65, 550, 606. This includes the total preliminary FY 2015 budgeted revenue of $50,929,852.
- Salary and benefits total $21,479,166. This includes $14,325,306 in the general fund and $ 6,226,652 in the divisions.
- It is important to be aware of interfund relationships. For example, there is $1.5 million transferred from the division fund to the general fund for overhead expenses. Also, the Publishing Department operates and manages certain products on behalf of the divisions and pays the divisions royalties.
- It is planned that the beginning FY2015 division and round table net assets will be $14,620,753. At the end of fiscal year 2015, it is estimated to be $12,623,728. The decrease in net assets of $1,997,025 is mostly due to hosting one division national conference, instead of two, in 2015. Taking into account the General Fund deficit of $747,150, total ALA operating net assets is budgeted to be $11,817,843.
- Revenue in the FY2015 Budget is $1.8 million higher than revenue in the FY2014 Budget. The increase is the result of higher revenue in the following categories: dues revenue, Publishing (primarily RDA), advertising, and conference services.
- The two percent salary increase will total $250,000.
- Outside Services are budgeted at $4,044,749, which is higher than the FY2014 projection by $307,751. This is due to an expansion of the archiving agreement with the University of Illinois.
- Divisions wish to transfer $250,000 into the Endowment.

On the recommendation of the Finance and Audit Committee, the Executive Board

> **Voted to** forward the Preliminary FY 2015 Budget proposal 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 2014 Annual Conference in Las Vegas. EBD #14.9 (Exhibit 17)

White House Maker Faire

Barbara Stripling was recently contacted by a White House intern about the upcoming White House Maker Faire. Despite the fact that libraries were not mentioned in the Faire's initial announcement, the White House wants to engage libraries to participate in the Makerspace movement through ALA. The Faire organizers want to incorporate the following issues into the Faire:

- How to integrate informal science, technology, engineering, and mathematics (STEM) learning across the country, both inside and outside the classroom.
- How the Makerspace movement initiates entrepreneurship.
- How to parlay advance manufacturing or job creation and help people achieve a higher skill set for new jobs.

The Faire organizers want to generate support from federal agencies to help move the Makerspace movement forward. They currently have commitments from 20 different federal agencies in terms of programs and grants. They wish to gather input from libraries about types of needs and trends seen in local communities.

There is currently a sign-on letter that has circulated among 20 universities and the Maker Faire organizers would like to see a similar letter circulate among libraries – most of whom will already be participants in the Makerspace movement - that would represent a commitment to the Makerspace movement. Then, the White House would publicize Makerspace events and projects at committed libraries and provide a chance to connect with federal agencies for possible grant opportunities.

Mary Ghikas described the ways in which ALA is already involved in the Makerspace movement:

- Several units and divisions are deeply engaged in Makerspace projects, particularly the Office for Information Technology Policy (OITP).
- A Member Initiative Group exists that explores the topic. The Group has attempted to keep a list of all library Makerspace projects, but lacks the necessary resources to do this effectively.

Strategic Plan Update – EBD #12.22 (Exhibit 18)

Executive Director Keith Michael Fiels and Sr. Associate Executive Director Mary Ghikas led a discussion of the Association's activities in support of the goals and objectives of the Association's 2015 strategic plan. Representatives of projects across the Association presented the Board with an overview of their plans and recent activity.

Digital Content and Libraries Working Group (DCWG) (EBD #12.25, Exhibit 19):

Alan Inouye, Director of the Office for Information Technology Policy, and DCWG Co-Chairs Sari Feldman and Robert Wolven gave an update on the Digital Content Working Group.

At the 2014 Midwinter Meeting, the future of the DCWG was discussed at both the group's business meeting and the Executive Board meeting. There is consensus that the DCWG should continue for two more years, beyond the 2014 ALA Annual Conference. While the progress from the last two years has been noteworthy, much remains to be done with respect to the Big 5 publishers and ebooks. Sunsetting the group at this time could be interpreted by the industry that the library community is satisfied with the status quo.

Appointments need to be made to the extended DCWG to ensure that the group remains diverse across the divisions, roundtables, and caucuses. In addition, leadership will need to transition.

The DCWG formed three subcommittees to closely examine the following issues:
- Ebook licensing and business models, including resource sharing and fair and equitable pricing.
- Ebook preservation.
- Other forms of digital content, with an initial emphasis on streaming video.

A Board member asked what the DCWG plans to do for libraries that are unable to provide digital content to patrons, due to budget constraints. Feldman notes that the DCWG recognizes this concern and is working on business models and pricing for consortia that will provide greater access to digital content. Wolven added that the DCWG is also working on communication and outreach, alerting libraries to the resources available to them.

On a motion by Alexia Hudson-Ward, the Executive Board

   Voted to continue the Digital Content Working Group for two years, expiring at the end of the 2016 ALA Annual Conference. EBD #12.25 (Exhibit 19)

On a motion by John Moorman, the Executive Board

   Voted to approve the new Digital Content Working Group charge. EBD #12.25 (Exhibit 19)

School Library Campaign (EBD #12.23, Exhibit 20):

Cathleen Bourdon, Associate Executive Director, Communications and Member Relations; Marci Merola, Director, Office for Library Advocacy; and Mark Gould, Director, Public Information Office, gave an update on the School Library Campaign.

Marci Merola gave an overview of the Campaign and highlighted recent activities.

- The Campaign began with the work of ALA President Roberta Stevens and continued with the work of Presidents Molly Raphael, Maureen Sullivan, and Barbara Stripling.
- A protocol is in place to deal with school library budget cuts and loss of positions. A crisis team, working with state and local organizations, reaches out to school libraries and provides consultations, letters to editors, and op-eds. Letters have been sent to decision-makers in Arlington, Virginia, Los Angeles, California, Fayette County, Kentucky and the state of Ohio.
- The Office for Library Advocacy (OLA) has been working closely with a task force of Chicago Public School librarians as they prepare for budget cuts later this spring.
- A major push for school libraries to use the Declaration began in April for School Library Month. The initial response has been positive.
- The Public Information Office, the American Association of School Librarians (AASL), and OLA are working to update existing messaging used in op-eds, response letters, and other communications. In addition, an editorial board and editorial calendar are being created to ensure consistency in messaging and promotion throughout the year.
- OLA hired a web designer to redesign the portion of the I Love Libraries website that focuses on school libraries.

Mark Gould added the following highlights:

- PIO worked with the national Parent Teacher Association (PTA), which will publish an op-ed by ALA President Barbara Stripling on the value of school libraries in its April edition of *Our Children* to help highlight that April is School Library Month. The magazine reaches 30,000 PTA leaders directly involved in schools, community and educational programs, activities.
- Barbara Stripling wrote an op-ed in collaboration with PIO, AASL, the Public Library Association (PLA) and Association of College & Research Libraries (ACRL) on the library ecosystem. This was pitched to *Education Week* and they have asked for a 300 word letter to the editor.

In response to questions, Fiels explained that the Campaign's success will be measured by whether or not the loss of school librarian positions decreases and whether school libraries feel ALA has assisted them during crises. In addition, ALA is working on inserting strong language regarding school libraries and librarians into the Elementary and Secondary Education Act (ESEA). Accomplishing this will be a great success. Finally, public perception of school libraries is measured through Gallup surveys.

Bourdon explained that the Office for Research and Statistics compiles and analyses National Center for Education Statistics (NCES) data that shows the decline in school librarian positions from 2006 to 2012.

Summit on the Future of Libraries/Center for the Future of Libraries:

President Barbara Stripling gave an update on the Summit on the Future of Libraries, which will be held in Washington, DC, on May 2-3, 2014. The Library of Congress is hosting the event, and documents and a list of participants can be found on ALAConnect. ALA wants to start a national dialogue with a wide audience once the Summit ends and is currently researching the best way to accomplish this. A report will be issued following the Summit.

Keith Michael Fiels gave an update on the Center for the Future of Libraries. The goal of the Center will be to provide library planners and community leaders with information resources and tools that will help them better understand the trends reshaping their libraries and communities and help them incorporate foresight into their planning processes. Following the Summit, a communication plan will be developed to announce the creation of the Center, and a director will be hired in the coming weeks.
The Center will have an advisory committee, and the Board will be consulted on its make-up. Several Library Champions have come forward to support the effort, and a session will be held for them at the upcoming Annual Conference, hosted by Barbara Stripling.

Community Engagement (EBD #12.26, Exhibit 21):

Deborah Robertson, Director, ALA Public Programs Office (PPO), and Mary Davis Fournier, Deputy Director, ALA Public Programs Office, gave an update on Libraries Transforming Communities (LTC), an ALA initiative created to support library-led community engagement and innovation.

This two-year project is made possible through a $1.5 million grant from the Bill & Melinda Gates Foundation, and the main goals are to develop and distribute convening and conversation facilitation training and learning resources that will build the practice of community engagement in library services, position libraries as innovative change makers, help the library profession to transform the ways it provides service to users, and ultimately benefit communities nationwide.

LTC began as a collaboration with the Harwood Institute for Public Innovation and several ALA units, funded through a grant from the Institute of Museum and Library Services (IMLS). Because the current two-year project is funded through the Bill & Melinda Gates Foundation, its initial focus is on public libraries, however, the overall arc of the project looks to school, academic, and special libraries as well.

The methodology used is the Harwood Institute's practice of turning outward, which emphasizes changing our orientation from internal/institutional to external, taking steps to better understand our communities, changing processes and thinking to make

conversations more community-focused, being proactive to community issues, and putting community aspirations first.

Over 18 months, more than 84 libraries have applied to participate in the program and 10 have been chosen to take part in the training. They will then apply the model in their own communities. In addition, on April 7 and 8, training was held for 50 ALA staff members, representing 22 ALA units.

A series of four training sessions will be offered at the 2014 ALA Annual Conference. Similar sessions offered at PLA 2014 received high attendance (100-225 per session) and positive feedback. An array of community engagement resources relevant to all types of libraries is freely available to all library professionals on the LTC website. These include digital downloads, conference programs and webinars, including those used by the cohort libraries in their training. In addition, a community of practice group was formed on ALAConnect, where participants may communicate and share their stories.

PPO hired a communications manager to build support, visibility and buy-in for the project. In addition, PPO is using an independent evaluator to measure the outcomes and impact of the project.

Davis noted that the directors of AASL and ACRL have gone through the Harwood Institute training and there have been discussions about the possibility of developing training and resources specifically for the school and academic library communities. PPO is currently in discussions with IMLS about funding this project.

Strategic Relationships (EBD #12.29, Exhibit 22):

Mary Ghikas, ALA Sr. Associate Executive Director, gave an overview of ALA strategic relationships.

In the Strategic Framework, the list of "short-term" actions included "Map and evaluate ALA's relationship with national and global information organizations." As a starting point for this, ALA's division, office, and business directors were asked to provide information on external relationships – relationships to support advocacy for libraries or for policy positions, to share information, to provide services or programs for ALA members. The list provided contains approximately 200 organizations with which ALA units have relationships. The Development Office will coordinate the maintenance of this list going forward, using the donor module in ALA's association management software. This will support further analysis and help identify strategically important partnerships going forward.

ALA and Council Committee Reporting – EBD #10.4 (Exhibit 23)
James Rettig, Chair of the Committee on Organization (COO), led a discussion on how the Executive Board Committee liaisons can encourage ALA and Council committees to communicate regularly about their work.

At the 2013 Annual Conference, the Committee on Organization proposed and Council adopted a resolution requiring ALA and Council committees to submit substantive biannual reports on the plans and activities of their respective committees. Prior to this, committee information reports were required, but many of them contained little valuable information, and some were merely attendance records. The resolution outlines the specific types of information that should be included in the committee reports.

Since the 2014 Midwinter Meeting, a larger number of committees have been submitting reports to COO. COO believes that the Board liaison program is an effective communications channel, and recommends that Board members explain to committees the importance of communication and the expectation that they submit reports about their work two times a year. Board liaisons could communicate this when, as is routine, they email the Board "talking points" document to the committee chair. A brief document explaining the sorts of things a report can address and how to submit their reports could accompany that.

Rettig explained that reports are posted to the ALA website, although this page is difficult find from the ALA home page. Chairs have also been asked to post the report to the Council list serve and the Committee Chairs Group in ALAConnect.

A Board member inquired whether a report to Council qualifies as an official committee report. Rettig explained that it does, and if a report was made to Council, that report is linked to from the Committee Reports web page.

The discussion turned to how committee chairs are notified of the reporting requirement. Rettig explained that they initially learn about the requirement at the chair orientation. Executive Board Secretariat Kerri Price added that one email notice and one reminder notice are sent to the Chairs list-serve, the Chairs ALAConnect Group, and the staff liaison list-serve after each Midwinter Meeting and Annual Conference that clearly explains the reporting requirement.

Rettig explained that if the Governance Office staff is made aware of a committee report that is posted to ALAConnect, it can be linked to from the committee reports page on the ALA website.

A Board member noted that perhaps ALAConnect, rather than or in addition to the committee reports web page, is an appropriate location for COO or members to go to learn about the activities of a particular committee.

Keith Michael Fiels pointed out that, due to multiple channels available for committee reporting, before implementing COO's suggestions regarding committee discontinuation, more research should be done into whether or not a particular committee has actually been reporting. Often committees that do not send a formal report to the Governance Office keep track of committee activities in other locations.

A Board member expressed agreement that committee chairs should be reminded of their reporting responsibilities at Board liaison visits. Rettig will send the Board a one-page document that outlines the committee reporting requirements and can be distributed, via email or in person, at Board liaison visits at annual conferences and midwinter meetings.

The Board agreed to give committees one more chance to comply with reporting requirements, following the upcoming annual conference, before any possible COO actions are taken. The topic will be revisited at the 2015 Fall Board Meeting. At the upcoming Annual Conference, Board members will discuss the reporting requirements at Board liaison visits.

ALA Strategic Technology Directions: 2014-2017 – EBD #12.28 (Exhibit 24)
Sherri Vanyek, Information Technology and Telecommunications Services (ITTS) Director, and Jenny Levine, ITTS Strategy Guide, presented the ALA Strategic Technology Directions: 2014-2017 and the ALA Technology Roadmap: 2014-2017. Vanyek began by highlighting the following points:

- ITTS supports hardware and software for 11 divisions, 20 round tables, and 25 offices across ALA. This accounts for 300 staff and 55,000 members.
- In 2013, ITTS responded to 3,833 help desk requests.
- ITTS employs 8.5 staff members and works with 27 different consulting firms to manage its infrastructure.

Vanyek highlighted ITTS goals related to web presence, iMIS (ALA's association management system), social media, ecommerce, and conference management:
- ITTS plans to upgrade ALA's web presence. In order to make ALA more understandable and accessible to members, personalized paths to all ALA resources will be offered. The most ambitious way to do this is to offer each user a customized page on login called "My ALA," which will be the showpiece of ALA's web-based services. My ALA will bring together the relevant information ALA and its units offer in a custom view, personalized for each member based on his or her ALA affiliations, interest profiles, and network of colleagues.
- A new mobile website is scheduled for deployment in fiscal year 2015 to meet the growing demand for on-the-go access to ALA resources.
- A new, enhanced elearning portal website, ALA eLearning Commons (eLC), will replace the existing ALA Online Learning portal in 2015.
- Once the new eLearning Commons is implemented, ITTS can add a section to member profiles that lets them easily find and track their ALA-related online learning.
- ITTS is planning the integration of enhanced profile data from both iMIS and ALA Connect into one system that members can access. This is essential to launching the new ecommerce system and preparing the way for helping members to more easily connect with each other.
- ALA Connect profiles already show current committee and dues affiliations on member profiles. A future phase will make member profiles into full-blown CVs that can be made public to supplement resumes.

- iMIS captures member and customer transactions for dues, committee rosters, small events/continuing education, subscriptions, and fund raising. It is the primary data source for authenticating multiple pieces of ALA's web presence. An iMIS upgrade will allow ALA to offer more standard integration with its other systems, provide staff with mobile access to iMIS, and provide a current and robust foundation for the new ecommerce system.
- ITTS will begin work on a new event management system beginning in late 2014. This will provide a standard way to manage conference program session submission, review, and selection.
- ITTS plans to implement the Solr Search engine used on ala.org to improve searching on ALA Connect.
- ITTS is working on the implementation of Windows 7 and is currently testing the upgrades for over 600 desktop applications that exist across ALA.

Levine explained that approximately 22 percent of ALA members (roughly 13,600 people) and 7,000 non-members use ALA Connect.

Publishing Department Strategic Plan –EBD #10.5 (Exhibit 25)
Donald Chatham, Associate Executive Director of Publishing, and Ernest DiMattia, Chair of the Publishing Committee, gave an overview the Publishing Department's strategic plan as an information item. The plan will be presented to ALA Council at the upcoming 2014 Annual Conference.

Following the Neal-Schuman acquisition and in the current changing cycle of content options and availability, the Publishing Committee deemed it necessary to replace the 2002 ten-year, long-range strategic plan. The Committee reestablished the fact that it is responsible for oversight of the ALA publishing budget and focused on its capacity to invoke and leverage the ALA brand. Publishing activities are critical to ALA, providing more than 40 percent of the Association's revenue.

An all-day conference call was held in November 2013 to gather input on a draft strategic plan from ALA leadership, staff, and the Committee. This meeting resulted in a draft that was reviewed by the Publishing Committee at the 2014 Midwinter Meeting. More revisions were then made and this version has been submitted to the Executive Board for information purposes.

The plan has a three-year timeframe and includes core competencies that are unique and sustainable. Anything that is not related to a core competency will be outsourced if possible to an entity that has expertise in that area.

Chatham provided on overview of the strategic plan goals. The goals were designed to be broad enough to encompass the different businesses within the Publishing Department.
- The Publishing Department is prioritized around the web as the access and transaction medium of choice. One example of this is the Department's current relationship with iPublish, a company that allows ALA to upload all of its digital

books in one collection on its website and aggregate them into different collections.

- The Publishing Department plans to integrate a mobile strategy into content development plans. For example, the Publishing Department is working on creating a mobile device format for *American Libraries*.
- Staff resources are focused on product line initiatives that leverage the ALA brand. For example, by leveraging the ALA brand, *Booklist* is able to get more registrants for its webinars than non-ALA publications.
- Time to Market standards meet market demands, which means that products will be published on schedule. Project coordinators will be responsible for monitoring project progress.
- ALA Publishing sets the standard for analog and digital education experiences. This is meant to encompass master's in library and information studies programs as well as professional development exercises.
- ALA Publishing becomes a leading source of English language content for international venues. Resource Description and Access (RDA) already has an international market, but there are more opportunities ahead, especially when more and more countries have print on demand capabilities.
- Financial Stability will be attained when the Publishing Department meets its budget. Periodicals have been consistently strong (*American Libraries* and *Booklist*, in particular), but book publishing has suffered due to dramatic changes in the publishing industry and the publishing of too many marginal titles that were expensive to produce.

In response to a question, DiMattia explained that the Publishing Committee will review the plan on an ongoing basis and Don Chatham will report to the board on a regular basis.

Chatham explained that talks will begin with unit heads to outline the timeline, based on the work currently being done, and what is possible in the near future.

A Board member inquired if the strategic plan will be incorporated into the FY2015 Budget. Chatham replied that there is a limit to how much adjustment can be made to the budget at this point, but several aspects of the plan will be put into motion with the budget that is in place.

In response to a question about accessibility issues in the production of digital content, Chatham explained that all digital content will be accessible.

DiMattia explained that the relationship building component of the plan has been discussed but still needs to be fleshed out. Chatham added that the Publishing Committee meets with the publishing committee chairs of each division and unit to share updates on current activities. Fiels added that online continuing education is another area where the divisions and the Publishing Department have a collaborative relationship.

Chatham stated that since acquiring Neal-Schuman, the Publishing Department maintains a relationship with the Association for Library & Information Science Education (ALISE) by attending and exhibiting at the annual ALISE Conference.

Session Three

The Board convened at 9:45 AM on Sunday, April 13, 2014, with President Barbara K. Stripling presiding.

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

The Board began the day with a closed session.

Report out of Executive Session
President Barbara Stripling reported on the April 13 Executive Session:
- The Executive Board conducted its review of legal counsel for the past year.
- The Executive Board heard the legal update from ALA's legal counsel.

Washington Office Report – EBD # 12.19 (Exhibit 26)
Emily Sheketoff, Associate Executive Director, ALA Washington Office, provided an update on activities that have occurred since submitting her written report.

- In March, the Federal Communications Commission released a Public Notice, warranting further public input to help the Commission determine the best path forward on E-rate. ALA is working with the Chief Officers of State Library Agencies (COSLA), the Urban Libraries Council (ULC), and other libraries to strengthen library participation in the E-rate program. ALA's comments reflect the desire to streamline the E-rate process and to encourage libraries to join consortiums, as consortium applications are moved to the beginning of the queue when applying for E-rate funds. In addition, ALA advocates for the loosening of the restrictions that the Children's Internet Protection Act (CIPA) puts in place. CIPA imposes certain requirements on schools and libraries that receive discounts for Internet access or internal connections through the E-rate program. Finally, ALA has suggested four demonstration grants within E-rate that would increase internet access to more schools and libraries.
- ALA prepared four "Dear Appropriators" letters to the House of Representatives and the Senate, which members of Congress then sign and send to the Appropriations Committee. Two were for the Library Services and Technology Act (LSTA) and two for the Innovative Approaches to Literacy (IAL) Act, which is the school library funding bill. Signatures increased from last year's numbers on all four letters.

- 250 people have registered for the 40th anniversary of National Library Legislative Day, which will be held on May 5 and 6. Legislative score cards have been prepared that include the signatories of IAL and LSTA.
- The House Judiciary Subcommittee on Courts, Intellectual Property and the Internet has been holding hearings on the Copyright Law in light of new technologies. James Neal testified on Section 108, which addresses photocopying by libraries and archives. A hearing on first sale will occur by the end of May and ALA hopes to provide a witness, but will be submitting comments either way.
- The U.S. Patent and Trade Office will ask for a two-year extension to the General Assembly meeting at the World Intellectual Property Organization (WIPO), as members are not in agreement on traditional cultural expression. ALA believes that indigenous community members and their heirs are technically the rightful owners of cultural material being stored, while libraries are allowed to make reproductions for preservation, educational, and fair use purposes.
- Progress is being made on the Workforce Investment Act (WIA) reauthorization. ALA has contributed language to both the House and Senate versions of the bill that states funding should be available to public libraries that are involved in employment, training, and literacy services.

Development Office Report – EBD #6.3 (Exhibit 27)
Kim Olsen-Clark, Director, ALA Development Office, highlighted recent activities of the Development Office.

- Since last September, nearly 200 individual donors and organizations have contributed more than $75K to the Spectrum Scholarship program. The Office for Diversity has created a new webpage to recognize members of the new Spectrum Leadership Circle and ALA Legacy Society who have designated the Program in their estate plans.
- The Development Office continues to work with ALA divisions, round tables, and offices on fundraising initiatives, including the Association of College & Research Libraries' (ACRL) 75th Anniversary initiative, several current Association for Library Collections & Technical Services (ALCTS) initiatives, and a letter drop for the Gay, Lesbian, Bisexual and Transgender Round Table (GLBTRT).
- In February 2014, the Development Office introduced the new $7,500 "Patron" giving level for the Library Champions program. In response to feedback from current Library Champions, the new level was established to provide an additional option for Library Champions to increase their support to an amount that best fits the company's budget and goals. Newly hired Assistant Director Bradley Mueller manages this program.
- In January 2014, Keith Michael Fiels made a presentation to the board of directors of the Dollar General Literacy Foundation to update them on recent grant projects administered by the American Association of School Librarians (AASL-Beyond Words), the Association for Library Services to Children (ALSC-Everybody Reads @ your library, Día), the Office for Literacy and Outreach Services (OLOS-American Dream Starts @ your library) and the Young Adult Library

Services Association (YALSA, Everybody Reads @ your library, Teen Read Week). A video was created that highlights these programs (video shown to Board.)

Future Spring and Fall Executive Board Meetings – EBD #12.27 (Exhibit 28)
The Board approved future dates for spring and fall Board meetings, for 2017-2020.

On a motion by Mike Marlin, the Executive Board

Voted to approve the schedule of spring and fall Board meetings for the years 2017-2020. EBD #12.27 (Exhibit 28)

Changes to the 2015 Election Schedule – EBD #12.21 (Exhibit 29)
Due to the lateness of the 2015 Midwinter Meeting, the Board was asked to approve a modification to the 2015 Election Schedule.

On a motion by Maureen Sullivan, the Executive Board

Voted to approve the proposed schedule for the 2015 ALA elections which will result in the election results being announced on Friday, May 8, 2015. In all subsequent years, the announcement will revert to the Friday before the first Monday in May, unless the Midwinter Meeting dates dictate otherwise. EBD #12.21 (Exhibit 29)

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

The Board adjourned at 11:57AM.