MINUTES
ALA Executive Board Meeting
2015 Fall Meeting

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Chicago, IL

American Library Association

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AMERICAN LIBRARY ASSOCIATION

Executive Board Meeting
2015 Fall Meeting

American Library Association
Carnegie Room – ALA Headquarters
Chicago, Illinois

The ALA Executive Board met in the Carnegie Room of the ALA Headquarters in Chicago, Illinois from October 23-25, 2015.

PRESENT: President Sari Feldman; President-elect Julie B. Todaro; Treasurer Mario Gonzalez; Immediate Past President Courtney Young; Executive Director Keith Michael Fiels; Executive Board members: Robert E. Banks; Loida A. Garcia-Febo; Peter Hepburn; Julius C. Jefferson, Jr.; Sara Kelly Johns; Mike L. Marlin; James G. Neal; and Gina Persichini (via telephone).

The agenda (2015-2016 EBD #9.1.1) is attached as Exhibit 1.

Session One

The Board convened at 9:00AM on Saturday, October 24, 2015, with President Sari Feldman presiding.

Agenda Approval
    By consent, the Executive Board approved the agenda for the 2015 Fall ALA Executive Board Meeting (2015-2016 EBD #9.1.1, Exhibit 1). *Consent agenda*

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

    By consent, accepted the following reports: President's Report (2015-2016 EBD #7.1, Exhibit 2); President-elect's Report (2015-2016 EBD #7.2, Exhibit 3); Executive Director's Report (2015-2016 EBD #12.6, Exhibit 4).

    By consent, approved the 2015 ALA Executive Board Annual Conference Meeting Minutes and Vote Tally (2015-2016 EBD #2.1 and EBD #1.2, Exhibits 5 and 6).

    By consent, approved the Confirmation of Conference Call Vote, September 22, 2015, in which the Board took the following actions (2015-2016 EBD #1.3, Exhibit 7):
- Approved the appointment of AASL/ALA member Susan Horton Polos to the United States Board on Books for Young People (USBBY) Board of Directors as one of ALA's two designated Board positions
- Approved Salt Lake City, Utah, as the official location for the AASL 2021 National Conference & Exhibition

Budget Analysis and Review (BARC) Report and Finance and Audit Committee (F&A) Report
– EBD #3.1 and EBD #4.4 (Exhibits 8 and 9)
Mario González, ALA Treasurer, reported on the BARC meeting, held October 19-20, 2015, and the F&A meeting, held October 22, 2015.

BARC Orientation
BARC welcomed and introduced the newest members of the committee and provided a basic foundation for many of the issues that the committee members are likely to encounter during the course of their tenure. Topics included the committee charge and responsibilities, the organizational structure, the importance of the strategic plan, and liaison responsibilities.

2015 Year-End Budget Review - EBD #14.1 (Exhibit 10)
The final Total ALA result, before any final accounting-related adjustments, was net revenue of $1.0 million, which is more than the budgeted net expense of (-$2.2 million) for a positive variance of $3.2 million. The General Fund net revenue was $348,141.

Division results were better than budget for both revenues and expenses. The result was net expenses of (-$383,444), which compares very favorably against the budget of net expenses of (-$2.2 million), for a positive variance of $1.8 million.

Review the Role of Liaisons
Discussion on the role of the BARC liaison to ALA committees, divisions, and round tables focused on how to best represent the interests of the reporting unit. BARC liaisons are asked to start with the perspective of the ALA strategic plan and how each unit's budget is developed to meet the plan's goals. The liaisons' presentations to ALA units should highlight key trends and issues; new revenue streams; and new expenses, projects, and initiatives. It should also explain operating fund transfers to the endowment and illustrate how the budget ties to the strategic plan.

Final FY 2016 Budget Review - EBD #14.2 (Exhibit 11)
BARC discussed the most significant changes to the Final FY16 Budget, occurring since the Annual Conference in San Francisco. The budgetary ceiling approved at the Annual Conference was $67,102,752. The changes that occurred since then were in a number of different areas, but the most significant change was an increase in newly secured Grants & Awards of $2.0 million, resulting in a budgetary ceiling increase to $68,657,188.

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

> **Voted to** approve the final FY 2016 Budgetary Ceiling of $68,657,188 and to approve an IRRT transfer request of $5,000 from the IRRT operating fund to its Long-Term investment fund. EBD #14.2

Information Technology and Telecommunication Services (ITTS) Review, Update, and Status
Sherri Vanyek, Director of ITTS, updated BARC on the most recent plan for the ITTS department. Highlights included the following:

- Plans are now underway to introduce a new E-Commerce system, which has a November 2015 launch date.
- The ALA website will be redesigned to be more responsive to member needs and will include the ability to utilize mobile device access. The website template is scheduled to be deployed in December 2015.

In order to accomplish the goals of the ITTS department in FY16 and beyond, a number of issues need to be addressed, including ALA's unusually complex organizational structure, a lack of standardization, and a need for coordination across the Association to take advantage of the creative work and minimize duplication and conflicts between projects.

Publishing Report
Don Chatham, Associate Executive Director of Publishing, updated BARC on the year-end operating results in the Publishing Department. It was noted that Publishing was expected to realize net revenue of approximately $678,745, which was less than the budget of $925,246 by $246,501. As a result, the overhead contribution to the General Fund was $3.2 million, which was less than the budget by $130,000.

Neal-Schuman fell short of budget by $176,000; however, of the twelve budgeted Neal-Schuman titles scheduled to be released, six titles were moved into ALA Editions. As a result, the Neal-Schuman operation reflected $95,000 in lower sales revenue that was realized in ALA Editions. This will be rectified in 2016.

Publishing transitioned to a new fulfillment house, from PBD in Bolingbrook, Illinois, to BrightKey in Annapolis Junction, Maryland. The transition has proven to be more difficult than expected and issues are still being addressed. The new service provider has a good reputation and is in a position to provide Publishing with an enhanced level of service, including reports, billing flexibility, a new royalty system, and customization.

Publishing, in collaboration with the American Association of School Librarians (AASL), will produce the *AASL Standards*, whereby AASL will develop the content and ALA Editions will incur all the costs and revenue. AASL will benefit via a 50/50 share of net revenue, and ALA benefits from the application of 100% of the overhead rate on the publishing revenue.

Preparation for Midwinter Meeting
The Planning and Budget Assembly draft agenda includes the following:
- Summary Observation of FY15 Results
- Summary Observations FY16 Results (1st Qtr.)
- FY17 Budget Assumptions
- President Initiatives
- Publishing Update

Auditor Briefing
John Fedus, partner at Mueller & Co (ALA's external auditor of four years), briefed F&A on the status of the 2015 audit and noted that audit planning is complete and the audit process will begin shortly.

Mueller personnel acted as observers to the changeover in the Publishing department's fulfillment house from PBD to BrightKey and determined that the transition and inventory testing went well.

As part of the audit, two important valuations have taken place:
1. Two meetings with ALA management and Plante Moran regarding the valuation of Neal-Schuman Goodwill and Intangibles. Mueller does not anticipate an impairment issue.
2. On October 20, discussions were held to discuss the Postretirement Benefit discount rate and actuary mortality tables. This will have a significant impact on the 2015 statement of assets and liabilities.

Controller's Report – EBD #4.1 (Exhibit 12)
Joanne Lee, Controller, presented the Controller's Report to F&A. Highlights included the following:
- ALA's Debt Service Coverage and Cash to Debt ratios were strong at 1.7 and 5.86 to 1.0. These ratios are required to be filed via a Compliance Certificate semi-annually with JP Morgan Chase.
- The Cash and Short-Term investments balance was $15.5 million, compared to $16.4 million last year.
- Deferred revenue was $12.3 million, compared $11.6 million last year, due mainly to the two national division conferences in FY16.
- As a result of a renegotiated loan ($8.8 million to $6.0 million) executed on August 2, 2015, interest expense savings are estimated to be approximately $740,000 over the life of the loan. The savings to Publishing related to the Neal-Schuman acquisition is $360,000.

Director of Financial Reporting and Compliance Report - EBD #4.2 (Exhibit 13)
Denise Moritz, Director of Compliance and Financial Reporting, presented her report to F&A. Highlights included the following:
- Publishing and Finance held meetings in August/September to update the Neal-Schuman business plan. A draft report will be delivered during the week of November 2, 2015. There is no expectation of a write down on the Neal-Schuman Goodwill.
- Discussions with Mueller & Co and ALA's actuary resulted in a discount rate of 5%, which will be used to calculate the post-retirement benefit obligation.
- ALA received the final audited financial statements for the Association's retirement plan.

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

 Voted to accept the December 31, 2014, 403 (b) Audit. EBD #4.3

Approval of Programmatic Priorities – EBD #12.8 (Exhibit 14)
Executive Director Keith Michael Fiels discussed the programmatic priorities to be sent to ALA Council for approval at the 2016 Midwinter Meeting.

The Executive Board

> **Voted to** recommend to the ALA Council the following programmatic priorities, as a basis for the FY17 budget and as a key framework for strategic planning. EBD #12.8
> - Advocacy for Libraries and the Profession
> - Diversity
> - Education and Lifelong Learning
> - Equitable Access to Information and Library Services
> - Intellectual Freedom
> - Literacy
> - Organizational Excellence
> - Transforming Libraries

ALA Election Process – EBD #12.13 (Exhibit 15)
Aside from implementing online balloting in 2008, the ALA election process has remained the same since 1992. ALA President-Elect Julie Todaro led a discussion on the process, focusing on several possible improvements that have come to light through discussions with past presidential candidates.

The Board agreed that a task force should be formed to examine the following issues more closely.

Length of Voting Time
Voting currently lasts for five weeks. Shortening it to three or four weeks would still allow members enough time to vote, while giving elected officers more time to make travel plans to the Annual Conference. Issues to consider:
- Ensure international members have ample time to submit ballots.
- Consider how a shorter timeline would affect ALA division and round table elections, which occur simultaneously with ALA presidential/treasurer elections.
- Announce the voting dates far enough in advance that members can plan around vacations and spring breaks.
- Research possible cost increases or decreases with Survey and Ballot Systems (SBS), ALA's electronic voting vendor.
- Ensure that staff has ample time to prepare the ballots (i.e. not opening voting too soon after the Midwinter Meeting.)
- Determine what parts of the election process are covered in the ALA Constitution and Bylaws, and include the chair of the Constitution and Bylaws Committee in any future discussions.

Length of Time for Self-Nomination
Traditionally, members not selected to run by the Nominating Committee may petition to run from the date of the Nominating Committee's candidate announcement (spring) through the last business day in January or the end of the Midwinter Meeting, if it ends later. This timeline causes a variety of problems, including difficulty scheduling candidate speaker engagements at Midwinter, because, in an effort to be fair, member groups wait to hear from all possible candidates. It also results in repeatedly answering the same sets of questions in online forums, as

more candidates enter the race. Moving up the deadline to the end of the calendar year would alleviate these problems. Issues to consider:
- In the past, petitions were filled out on paper. With the advent of the electronic petition, candidates no longer need the Midwinter Meeting to collect signatures.
- Allowing candidates to petition through the Midwinter Meeting gives them the opportunity to canvas member groups, thereby helping them determine whether or not to run.
- Consider how this would affect ALA division and round table timelines.

Lack of Clarity on ALA Nomination versus Self-Nomination
Members often express confusion about the difference between candidates nominated by the Nominating Committee and petition candidates who self-nominate. While the ALA Governance/Elections website contains good information, there should be more narrative about the difference between the two groups of candidates, while also making it clear that both types of candidates are equally valid.

Number of Names Needed by Petition Candidates
Petition candidates need 25 signatures to run for president. Considering the number of signatures needed in other areas of ALA (e.g. 100 signatures to form a Membership Initiative Group), this number seems very low.

Clarifying Confidentiality Issues throughout the Nomination Process
In 1968, ALA established that no candidate shall know about his or her opponent until after both candidates have accepted the nomination. When the Nominating Committee initially contacts potential presidential candidates, it is sometimes unclear that candidate status should be kept confidential until all have accepted. There should be a set script used by the Committee when corresponding with potential candidates, in addition to follow-up reminders. More importantly, it may be beneficial to explore whether or not it is necessary to keep this information confidential. Issues to consider:
- Confidentiality rules do not apply to petition candidates, as they often enter the race after the Nominating Committee announces its candidates.
- Since running for ALA president requires much time and effort, it might be beneficial to potential candidates to know the identity of their opponents before accepting the nomination.
- It is important to consider that confidentiality is needed in the early stages of the nomination process, while candidates are making the decision to run or not to run.
- The role of the Nominating Committee in most other associations is to slate approved officers. Some offer a petition process in addition to this, while others do not.
- Within ALA, not all divisions and round tables have a petition process.

It was moved and seconded that a presidential task force be established to examine the ALA Election Process for ALA President.

The Executive Board

> **Voted to** amend the motion to create a presidential task force for the ALA Election
> Process to include examination of the treasurer election.

The Board determined that a more thorough description of the task force should be crafted before a vote is taken on its establishment, including the charge, timeline, and composition. (These were brought back to the Board at its second session on October, 25, 2015.)

Report from the Nominating Committee for the 2016 ALA Election – EBD #10.1 (Exhibit 16) Larry Neal, Chair, ALA Nominating Committee for the 2016 Election, participated via conference call to present the Committee's report. The Board had already received the slate of candidates for ALA President, Treasurer, and 51 Councilors-at-Large in July.

The committee began its work at the 2015 ALA Midwinter Meeting, and reviewed the process with Teri Switzer, Chair of the previous year's Nominating Committee. Switzer shared some of the challenges faced by her committee, including the need to extend the deadline twice, because it was difficult to find candidates willing to commit to the campaigning process. She also stressed that it should be made clear that candidates for president and treasurer need not have prior experience on the Executive Board, Council, or a unit board.

The Committee conducted an inventory of the potential candidate lists, noting the affiliations of each member, in order to find a broad and diverse pool of candidates. In addition, the Committee emphasized reaching out to people who had not previously served on the ALA Council, as well as Emerging Leaders and Spectrum Scholars.

The committee succeeded in securing six highly qualified candidates for ALA President-Elect and five for Treasurer within the June 12 deadline. Finding 51 Council candidates proved to be more of a challenge, so the committee extended the deadline to June 29, while still completing its work by July 15.

On October 16, the Committee learned that ALA President-Elect Candidate Sara Gaar Laughlin had to withdraw from the election, due to a family health issue. It was subsequently determined that the ALA bylaws were silent on the situation and thus deferred to *Robert's Rules of Order*, which only requires a single candidate. On October 19, the committee met via conference call and decided to affirm its support of the nominated candidate and the two petition candidates, and to take no further action.

Further observations by the Committee:
- Via informal comments received by Committee members, it appears that the perception of the ALA Council as a bureaucratic, ineffective body by many members is a serious concern. In addition, the significant commitment of time and money required to fully participate in Council over a three-day period is a significant barrier to member engagement that should be reviewed. The problem is particularly acute for school librarians, whose time off is especially limited during the school year.

- The gathering of 25 signatures for petition candidates to be placed on the ballot seems to be a low standard when compared to the six months' work of the ALA Nominating Committee. The Committee believes this requirement should be reviewed.
- While an official breakdown of candidates by library type is not available, the Committee feels it nominated a diverse pool of candidates.
- A miscommunication occurred between one candidate and the Committee, regarding the confidentiality of the process; however, this did not have an impact on the candidate's decision to run.

A Board member mentioned that the accelerated timeline of this year's Nominating Committee may have prevented some potential candidates from filling out the form.

Another Board member suggested reaching out to chapter councilors for leads on potential at-large candidates in their states, as this may help with geographic diversity.

Joint Council of Librarians of Color (JCLC) Affiliate Status Application – EBD #12.7.1 (Exhibit 17)
JCLC President Jerome Offord and JCLC Vice-President Ken Yamashita asked the Board, via conference call, to approve the application from JCLC to become affiliated with ALA.

JCLC is a 501(c) (3) entity comprised of five organizations: the Black Caucus of the American Library Association (BCALA), the Chinese American Librarians Association (CALA), the American Indian Library Association (AILA), the Asian/Pacific American Librarians Association (APALA), and REFORMA: The National Association to Promote Library & Information Services to Latinos and the Spanish-speaking. JCLC's official purpose statement is: To promote librarianship within communities of color, support literacy and the preservation of history and cultural heritage, collaborate on common issues, and to host the Joint Conference of Librarians of Color every four to five years. The JCLC plans to continue working with ALA and its member organization by collaborating on programs, increasing awareness about the profession, and promoting library services to all communities. Becoming an affiliate to ALA further supports the JCLC's intent to work with ALA and other organizations.

The Executive Board

> **Voted to** approve and forward the JCLC Application for ALA Affiliate Status to the ALA Constitution and Bylaws Committee for review at the 2016 Midwinter Meeting. EBD #12.7.1.

Revised Skeleton Schedule for the 2016 Midwinter Meeting and Annual Conference – EBD #12.9 (Exhibit 18)
Senior Associate Executive Director Mary Ghikas proposed a revised skeleton schedule for the 2016 Midwinter Meeting and Annual Conference.

The proposed revised schedule makes the following changes to the 2016 ALA Midwinter Meeting skeleton schedule:
- There will be no BARC/F&A Joint Meeting on Friday, noon-1:30pm.

- BARC will meet 12:30-2:00pm on Friday, rather than 2:30-3:30pm as shown.
- There will be a BARC/F&A Joint Meeting on Saturday, noon-1:30pm, rather than 11:30am-1:00pm as currently shown.

The proposed revised schedule makes the following changes to the 2016 ALA Annual Conference skeleton schedule:
- There will be no BARC/F&A Joint Meeting on Friday, noon-1:30pm.
- BARC will meet on Friday, 12:30-2:00pm.
- There will be a BARC/F&A Joint Meeting on Saturday, noon-1:30pm.

The Executive Board

> **Voted to** approve adjustments to the approved 2016 ALA Midwinter Meeting and Annual Conference skeleton schedules, as presented. EBD #12.9

Strategic Directions: Advocacy

Advocacy Strategies and the Libraries Transform Public Awareness Campaign – EBD #12.4 (Exhibit 19)
Cathleen Bourdon, Associate Executive Director, Advocacy and Member Relations, began with a discussion of the upcoming Libraries Transform launch, scheduled on October 29, 2015, in Washington DC. Activities include street teams, pop-up coffee shops, and a social media push that will bring attention to and spark conversations about all types of libraries. President Sari Feldman will lead a group of ALA staff and members on tours of four different library facilities, where they will have an opportunity to speak with library faculty about recent projects and activities. The tour will visit the Thomson Elementary School Library, the Smithsonian Library, the Gelman Library at George Washington University, and the Martin Luther King Jr. Memorial Library.

The search committee for the director of the Public Awareness Office has selected candidates for a second round of interviews in November. The committee hopes to select the new director prior to the 2016 Midwinter Meeting.

National Legislative Advocacy Efforts - EDB #12.1 (Exhibit 20)
Emily Sheketoff, ALA Washington Office Associate Executive Director, reported on recent national legislative advocacy efforts.

- Librarian of Congress Dr. James H. Billington retired on September 30, 2015. He held the position for 28 years. The White House has begun the search for Billington's replacement, and ALA urged the President in a June letter to appoint a professional librarian as the next Librarian of Congress. Thirty-three state library associations have written follow-up letters to the president with a similar sentiment. The appointment process will likely take several months, as the candidate must go through an extensive background check, before appearing before the Senate for confirmation. It is possible that they want someone in place before the September 2016 Book Festival, but the process could take longer.

- The United States Senate recently passed a bill requiring a ten-year term limit for the Librarian of Congress, with the possibility of reappointment after going through another confirmation process. The House of Representatives also passed a bill, but the two have not yet been reconciled.
- The Senate and House versions of the Every Child Achieves Act, which is the reauthorization of the Elementary and Secondary Education Act (ESEA), is currently in conference committee.
- Funding for the Library Services and Technology Act (LSTA) has not been finalized. Congress passed a continuing resolution that lasts until December 11, 2015. If Congress adopts a full year continuing resolution, sequestration will be in effect, which means that LSTA will be cut by $382,000 and Innovative Approaches to Literacy (IAL) will be cut by $52,700. If Congress passes the Appropriations Bill, LSTA will receive a small increase, but the fate of IAL is unknown.
- Ann Ewbank, Chair of the Committee on Legislation (COL) and Pam Klipsch, Chair of the Intellectual Freedom Committee, convened the National Surveillance Resolution Working Group, following Council's referral of the National Surveillance Resolution back to COL and IFC at the 2016 Annual Conference. The Working Group includes representatives of COL, IFC, the Social Responsibilities Round Table (SRRT), and Council, and will review the resolution and determine next steps.
- The Digital Learning Equity Act of 2015 (House of Representatives legislation) seeks to close the "homework gap" for students lacking sufficient digital resources during non-school hours. The bill explicitly references libraries' participation in the efforts it authorizes. Senator Angus King introduced companion legislation in the Senate in June. Office of Government Relations staff will continue to meet with Members of Congress in support of both bills.
- The 2014 Digital Inclusion Survey was released in October 2015. The survey is funded by the Institute of Museum and Library Services (IMLS) and managed by the ALA Office for Research and Statistics and the Information Policy and Access Center at the University of Maryland. It provides the most current and granular data available on library technology and programming resources.
- In April, the White House announced the launch of ConnectED: Library Challenge, a new initiative to ensure that all school students receive public library cards through their schools. The Institute of Museum and Library Services (IMLS), in partnership with the ALA and the Urban Libraries Council (ULC), will host a webinar on October 26, 2015, to identify and share best practices in reaching universal library card use among public school students. This will be followed by a January 19, 2016, meeting at the White House of national library leaders from approximately 20 jurisdictions who have volunteered to be early adopters of the challenge.
- Barbara Bush and Dollar General Literacy Foundation announced the $7 million Foundation Adult Literacy XPRIZE, which is a competition challenging teams of developers, educators, engineers, and innovators to create mobile literacy learning applications for the adult learner.

Discussion turned to the appointment of the next Librarian of Congress and the importance of involving other library associations and related constituencies in advocating for the importance of appointing a librarian to the position.

Center for the Future of Libraries – EBD #12.5 (Exhibit 21)
Miguel Figueroa, Director, Center for the Future of Libraries, began with an overview of the Center's activities and programs during its first year. The Center continues to promote trends as an important part of thinking about the future of libraries. The online trend collection has grown to cover twenty-three trends across seven categories - society, technology, education, the environment, politics, the economy, and demographics – and receives positive feedback from library professionals. As the trends expand, the Center may use additional tags that sort the trends by library type.

The Center sponsored five well-attended programs and one preconference at the 2015 ALA Annual Conference, including "Library of the Future – Learning with Google's Daniel Russell," which had 450 attendees, and "Library of the Future – Learning with Steelcase's Learning-Optimized Library," which had 250 attendees.

In September, the Center sent a message through the ALA Chapter Relations Office asking Chapter leaders to consider the Center as a resource for conference programming, webinars, or even newsletter or blog posts. Several chapters, including California, Indiana, Massachusetts, and Michigan, have already reached out to the Center and will be working to help the Center expand its reach.

The Center is currently sending out invitations for service on its advisory board. So far, six of fifteen nominees have accepted.

An open discussion ensued and Board members made the following comments:
- Publicity for the Center should be widely available on the ALA website and in ALA publications, in order to better promote its work.
- Within the trends, a category should be added for library employees/library professionals to highlight changes in the profession and education opportunities/requirements. Figueroa noted that the Center plans to promote profiles of librarian change agents who are addressing the various trends.
- The idea of using tags that sort the trends by library type is not necessarily desirable, as the Libraries Transform campaign is communicating a message that cuts across library type and encourages communication between the different library communities.
- The Center's website should link more prominently to already existing trend work in other ALA units and related organizations, such as the International Federation of Library Associations and Institutions (IFLA.)

Strategic Directions: Information Policy – EBD #12.11 (Exhibit 22)
Emily Sheketoff, ALA Washington Office Associate Executive Director; Alan Inouye, Director of the Office for Information Technology Policy (OITP); and Barbara Jones, Director of the Office for Intellectual Freedom, discussed information policy strategies and the Policy Revolution! Initiative.
- The Library Copyright Alliance (LCA), of which ALA is a member, filed comments on the U.S. Copyright Office's proposal for a five-year pilot to test the efficacy of an extended collective licensing (ECL) model for the non-profit, educational use of

protected works in mass digitization collections. The U.S. Copyright Office contemplates that full text access of digitized content eventually will be desired, and an ECL would be a good mechanism to monetize that access. The LCA opposes the proposal for a number of reasons, including the probability that a blanket license system would weaken fair use and lead risk averse users to believe that if a license can be paid, it should be paid regardless of the circumstances of the use. The Authors Guild supports ECL because it reflects one aspect of the now defunct Google Book Settlement—the Rights Registry, which would have funneled subscription fees for full text access to rights holders.

- The LCA successfully pressured United States trade representatives to include clear language emphasizing not only intellectual property owners' rights, but also the importance of the public domain in the Trans-Pacific Partnership Agreement. Unfortunately, while compliance with the intellectual property owners' rights is mandatory, the provisions pertaining to access to information are optional.

- Policy Revolution! released the National Policy Agenda at the 2015 ALA Annual Conference and is focusing on engagement with decision makers and influencers by participating in discussions at library-related conferences and venues, including the Chief Officers of State Library Agencies (COSLA) 2015 Membership Meeting and the Association of Rural and Small Libraries (ARSL) national conference. Current topics of focus are small business and entrepreneurship services, services for military families and veterans, and services for rural communities.

- OITP is forming the Public Policies Advisory Council, which will consist of non-library representatives from corporations and associations who will provide advice on how to engage with various national players.

- OITP is working on ways to support President Sari Feldman's Libraries Transform initiative and will host a workshop for ALA leadership on information policy at the 2016 Midwinter Meeting.

- Internet Security Research Group (ISRG) invited ALA to join its Let's Encrypt initiative, which allows libraries to obtain a server certificate at zero cost, making it possible to encrypt data communications between servers and provide greater security for those using the internet for email, browsing, or other online tasks.

- ALA released the *The Intellectual Freedom Manual*, Ninth Edition, which features a more user-friendly design.

- OITP will convene a panel at the 2016 Midwinter Meeting to discuss "The Right to Be Forgotten," which is a concept recently put into practice through European Union data laws. It aims to secure potentially damaging and private information about individuals.

- The National Information Standards Organization (NISO) invited ALA to help develop a framework for preserving patron privacy in the delivery of digital library services that is based on a consensus developed between librarians, publishers, and information system providers.

- ALA, the Association of College and Research Libraries (ACRL), the Association of Research Libraries (ARL), and COSLA argued in support of the Federal Communications Commission's (FCC) strong, enforceable rules to protect and preserve the open internet with an amici filing on September 21 with the U.S. Court of Appeals for the District of Columbia Circuit.

__Strategic Directions: Professional and Leadership Development__ – EBD #12.10 (Exhibit 23)
Mary Ghikas, Senior Associate Executive Director, and Mary Mackay, ALA Marketing Director, reported on plans and activities related to professional and leadership development, including a report on the two recently-created accreditation task forces.

- ALA hired Promet to develop a site that will serve as a one-stop source for elearning and small face-to-face events offered by the Association. A soft launch of the site is scheduled for spring of 2016, with testing to begin in January. A workaround will be found to ensure that ALA Publishing's elearning can be shown on the site, even though their shopping cart will remain separate for now.
- ALA implemented a badging program and is working on three types of badging: ALA continuing education-related badging; badging for general professional development (volunteer services, such as the United for Libraries Academy); and badges for proof of specialized knowledge, wherever gained. ALA is soliciting feedback from its continuing education users to determine if badging is a meaningful activity for them, in addition to ensuring that badging is meaningful and useful to library employers. ALA will also examine the need to develop clear terminology for badging that denotes levels (such as beginning, intermediate, advanced).
- In order to develop clear education tracks and streams of content for continuing education, ALA conducted a scan of existing content offered by ALA units in the area of leadership training with a focus on change (including the in-person ALA Leadership Institute.) Significant gaps now need to be identified and solutions sought for providing and creating content to round out a basic stream in this area.
- ALA is investigating where and how to create tools for members to assess their personal needs and set goals, as well as track and show their learning and professional activities. Possibilities include iMIS profiles, the new ALA Connect, or eventually as part of the centralized space being developed by Promet.
- Various projects across ALA aim to help members get more easily involved in the work of the Association. These include the redesigned ala.org homepage, the ongoing kitchen-table conversations at conferences, Engage with ALA/your division resources and web pages, and the More Welcoming ALA task force.
- Working with the Membership Committee, ALA Membership Development is funding and overseeing a library and information studies on-demand resource that will articulate the value of a professional association in building a career. Membership Development has contracted with library trainer Paul Signorelli to help develop it. This will not be an ALA promotional resource, but aims to introduce students to what an association can do over time that individual or local-only action cannot, and how membership fits into career goals and offers points of entry to involvement, engagement, and impact.
- President Sari Feldman appointed members to two accreditation task forces that were created as a result of a year-long dialogue between the Executive Board Accreditation Subcommittee and the Association for Library & Information Science Education (ALISE) and approved by the Executive Board at the 2015 Annual Conference. Past president Barbara Stripling will chair the Task Force on Accreditation Process and Communication, and Board member Peter Hepburn will chair the Task Force on Context of Future Accreditation. The membership of both task forces includes representatives from ALISE and the Canadian Library Association, as well as relevant ALA and Council

committees, and ALA divisions. Both task forces will provide an update to the Executive Board at the 2016 Midwinter Meeting, and will submit their final reports at the 2016 Annual Conference.

Libraries Transform Campaign
President Sari Feldman led a discussion on how Board members can provide leadership in getting the campaign message out. She began by noting that Libraries Transform is not just a presidential initiative, but also ALA's new, multi-year, public awareness campaign, designed to increase public knowledge of the value, impact, and services provided by libraries and library professionals.

As discussed above in the Advocacy Report, the Libraries Transform launch is scheduled for October 29, 2015, in Washington DC. In recent weeks, ALA has promoted the event and campaign, via radio and print outlet interviews, including an interview with the *New York Times*. Most importantly, ALA will amplify the campaign through social media activity during the lead-up to and following the launch. Board members are encouraged to promote the campaign in presentations, conversations, and their own social media activities.

In addition to the DC activities, approximately 40 libraries of all types across the country will display Libraries Transform banners and creatively highlight the ways in which they transform their own patrons and communities. Members and the public are encouraged to visit the Libraries Transform website to add additional "because statements," which highlight, in specific ways, why libraries and library professionals are vital to their communities. Public service announcements are being created that tie in with other ALA campaigns, such as Library Card Sign-Up Month and Banned Books Week. In addition, the campaign will set-up a YouTube channel, where library patrons can submit short videos that demonstrate how libraries have transformed them.

Information Technology and Telecommunications Services (ITTS) External Review
Keith Michael Fiels, Executive Director, and Mary Ghikas, Senior Associate Executive Director, gave an update on the ITTS External Review.

Brian Schottlaender, the Audrey Geisel University Librarian at the University of California, San Diego, and Margo Pecoulas, IT Director at the American Academy of Periodontology, will conduct the External Review and report their findings to the Board at the 2016 Midwinter Meeting. Soon after, they will produce a comprehensive written report, detailing their findings and recommendations, which will be incorporated into the ITTS plan and budgets going forward.

The External Review will examine:
- Organizational context, including structure and procedures
- Resources, including both financial and human resources
- Administration, management and oversight of systems
- Adoption capacity, both in ITTS and in the larger Association
- Security considerations (an in-depth security review was completed in August)
- Opportunities for collective decisions and synergies that might enable the Association to achieve additional efficiencies

- Areas where the association is doing well and areas to focus efforts at improvement.

The discussion turned to the availability of funds in the FY2017 budget for additional ITTS projects. Fiels explained that while the FY2017 budget may be tight, the recommendations from the External Review will inform technology plans and budgets for the next several years.

The Board adjourned at 4:00PM and moved into closed session.

Session Two

The Board convened at 11:00AM on Sunday, October 25, 2015, following a closed session, with President Sari Feldman presiding.

PRESENT: President Sari Feldman; President-elect Julie B. Todaro; Treasurer Mario Gonzalez; Immediate Past President Courtney Young; Executive Director Keith Michael Fiels; Executive Board members: Robert E. Banks; Loida A. Garcia-Febo; Peter Hepburn; Julius C. Jefferson, Jr.; Sara Kelly Johns; Mike L. Marlin; James G. Neal; and Gina Persichini (via telephone).

The agenda (2015-2016 EBD #9.1.1) is attached as Exhibit 1.

Report out of Executive Session
President Sari Feldman reported on the October 24 and 25, 2015, executive sessions, in which the Board discussed the recent retirement of the Librarian of Congress, discussed two honorary membership applications, approved the Nominating Committee slate for the 2017 election, reviewed the ALA Executive Director's evaluation, heard the legal update, and received a report from the Accreditation Appeal Review Committee.

ALA Election Process – EBD #5.1 (Exhibit 24)
Based on its October 24, 2015, discussion, the Board drafted a plan to create a task force to closely examine the ALA election process for ALA President, Treasurer, and Council. It was decided that a representative from the Election Committee should be included on the roster. Board members were encouraged to nominate themselves and/or other members for inclusion on the task force.

The Executive Board

> **Voted to** approve the establishment of a presidential task force for ALA Election Process for ALA President, Treasurer, and Council. EBD #5.1

Endowment Trustees Report – EBD #13.1 (Exhibit 25)
Rodney Hersberger, Senior Trustee of the Endowment Trustees, reported, via telephone, on the most recent position of ALA's portfolio, its managers, and their performance.

- In the third quarter, markets suffered the largest quarterly percentage decline since 2011 (-6.9%). The economic slowdown in China and the lack of economic growth in Europe contributed to the decline. However, in the first month of the fourth quarter, the equity markets have largely recovered.
- The endowment fund is at $37,767,659, as of September 30, 2015, a 5.3% decline for the year.
- The Trustees continue to meet in New York City in order to have access to a broader and deeper pool of available investment talent
- The Trustees added two private equity managers to the portfolio: Blackstone Group LP ($2.0 million) and Kohlberg, Kravitz and Roberts & Co LP (KKR) ($750,000).

- The Trustees conducted an investment advisor request for information (RFI) and interviewed five companies. In the end, the Trustees decided to retain Merrill Lynch. Because the ALA Endowment has primarily grown through investment returns, rather than an influx of donations, the Trustees plan to develop a closer working relationship with the ALA Development Office, in order to increase Endowment donations.
- The Trustees are considering the investment of an additional $1 million in a socially responsible investment (SRI) class, but this will depend on the results of a study currently being conducted by Merrill Lynch.

Discussion turned to member frustration, due to a lack of avenues in which to influence Endowment investments (such as fossil fuels.) Hersberger noted that the Endowment does not invest in individual stocks and bonds, but rather with money managers and mutual funds. The Trustees will also look into the possibility of hiring a third party to evaluate potential SRI investments.

Development Office Report – EBD #6.1 (Exhibit 26)
Development Office Interim Director Jeffrey Roth provided an Association-wide overview of grant-related activities, as well as information on grant opportunities and grants in development.

- The Public Programs Office, the Office for Research and Statistics, and the Public Library Association (PLA) partnered with the Financial Industry Regulatory (FINRA) Investor Education Foundation to expand upon the Smart Investing @ your library initiative. This new phase of the relationship includes a research project in which ALA will survey U.S. public libraries about their financial literacy resources, educational programming, and expertise. It also supports the development of a multimedia exhibition on personal finance topics that will travel to public libraries nationwide.
- The Institute of Museum and Library Services (IMLS) Laura Bush 21st Century Librarian Program and National Leadership Grants for Libraries (NLG) accepted four pre-proposals on October 1, 2015, from the Public Programs Office (two pre-proposals), PLA, and the Young Adult Library Services Association (YALSA). The pre-proposals are for one or two-year grants, ranging from $50,000 to $200,000.
- In FY2015, more than $125,000 has been given by individuals, ALA divisions, ALA round tables and organizations to the Spectrum Scholarship Program. This is a slight decrease from last year.
- A new $575,000 award from Disney was announced in July 2015 to support a one-year Association for Library Service to Children (ALSC) pilot program called *Creativity @ your library*. The purpose of this project is to develop a collaborative partnership with selected ALSC members in providing programming to children ages 6-14 years.
- The American Association for School Librarians (AASL) received a grant of $218,297 from the Dollar General Literacy Foundation for the continuation of the *Beyond Words: the Dollar General School Library Relief* fund in August.
- The Development Office is continuing to work closely with ITTS to provide more functionality to the giveALA website, streamlining the giving process and eliminating unnecessary clicks, which may drive away donations.

- OverDrive, Inc. became a Library Champion in June 2015 and funded the Libraries Transform campaign. The Development Office and the Public Awareness Office (PAO) continue to explore opportunities for Library Champions to engage with the Libraries Transform Campaign. With the transition to the new campaign name, there is opportunity to revamp participation/engagement levels, and find new opportunities for sponsors to engage in ALA programs and campaigns.
- The Development Office agrees that it is critical to develop a consistent automatic renewal request for donations. This option does not currently exist for all donation types.

Former Development Office Director and current Development Office consultant Kim Olsen-Clark updated the Board on the 15x15 Planned Giving Campaign, noting that as of September 2015, 39%, or more than $5.8 million, of the goal has been reached. Since the launch of the campaign, 93 individuals have been asked to join the ALA Legacy Society, of which 23 have joined, 56 are still considering, and 14 have declined. More than 82% of ALA Legacy Society members have designated a unit or a program as the recipient of their gift. Approximately 50% goes towards ALA and 50% towards the divisions, with the average gift around $50,000. Co-Chairs of the 15x15 Campaign, Barbara Ford and Robert Banks, are working on several activities to promote the campaign, including a full page ad in *American Libraries*, a holiday card mailing, and a Legacy Society coffee break at the upcoming 2016 Midwinter Meeting.

Membership: Making ALA More Welcoming – EBD #12.12 (Exhibit 27)
Cathleen Bourdon, Associate Executive Director, Advocacy and Member Relations, and Ronald Jankowski, Director of Membership Development, reported on efforts and plans of the Making ALA More Welcoming staff group.

Guided by the Harwood Institute's Turning Outward approach, ALA is using member feedback obtained through kitchen table conversations and member satisfaction research to identify and work on numerous initiatives to help make ALA more welcoming to its members. A staff group began meeting 18 months ago to discover new ways to engage with membership. This has resulted in much inter-unit cooperation on various projects, including a joint membership marketing and retention program between the Young Adult Library Services Association (YALSA) and the Association for Library Service to Children (ALSC).

Another important project is the recently-launched ALA website Engage page (www.ala.org/membership/myala/engage), which allows members to more easily find pathways to engagement throughout ALA. In FY16, ALA divisions will be developing similar web pages, using a similar look, to further assist members with their own easy-to-use pathways to engagement.

Board Effectiveness
Immediate Past President Courtney Young commented on the Board's effectiveness during this meeting.

The Board adjourned at 12:00 PM.