

**Public Library Association
Board of Directors Meeting
Spring Meeting
12:30-5 p.m., Sunday, May 3, 2015
Washington, D.C.**

Meeting Location

Martin Luther King Jr. Memorial Library, Executive Office Board Room, 4th Floor
901 G St NW
Washington, DC 20001

PLA Board of Directors and NLLD 2015 Schedule:

Sunday, May 3

- Lunch served at 12:00 noon
- PLA Board meeting 12:30 - 5 pm
- Board dinner 6:45 pm at: Zaytinya, 701 9th St NW (Cross Street: G St.) (202) 638-0800

Monday, May 4, all day

- Liaison Hotel, 415 New Jersey Ave NW, Washington, DC 20001, reception on Capitol Hill

Tuesday, May 5

- meetings with legislators/Congressional offices schedule TBD by ALA WO

Board Agenda

1. Welcome and Introductions
2. **Action Item:** Adoption of the agenda
Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to a discussion item. The PLA policies related to Board service, the strategic plan and a Board roster have been included in ALA Connect as reference materials. These are not agenda items.
3. **Consent agenda** Document Number
 - a. Draft 2015 Midwinter Board Actions 2015.46
 - b. ALA National Library Legislative Day Agenda 2015.47

Action/Discussion/Decision Items

4. PLA President Update, *Larry Neal* 2015.48
5. FY 2015 Financial Status Report and FY2016 Draft Budget Overview
Barb Macikas 2015.49 and 2015.50
6. ALA Request in to Support IFLA Scholarships, *Larry Neal*, Action item 2015.51

7. Request for Family Engagement Task Force, *Larry Neal, Barb Macikas*,
Action item 2015.52
8. Public Awareness Discussion, facilitated by Kelly Carey, GMMB 2015.53
9. New business

**Public Library Association
Board of Directors--Midwinter Meeting
Chicago, Illinois
Saturday, January 24, 2015; 1:00 PM - 5:30 PM
Location: Renaissance Blackstone Hotel, Barbershop Room
DRAFT Board Actions**

To be reviewed and approved at the 2015 Spring Meeting of the PLA Board of Directors

Present: Larry Neal, President; Vailey Oehlke, President-Elect, Carolyn Anthony, Past President. Directors at Large: Melinda Cervantes; Melanie Huggins; Many Shorr; Pam Smith; Felton Thomas; Jay Turner

PLA Councilor: Rivkah Sass

PLA Staff Present: Barb Macikas, Executive Director, Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager Publications/ Editor *Public Libraries*; Mary Hirsh, Manager, Special Initiatives; Melissa Faubel Johnson, Meeting Planner/National Conference Manager; Amy Sargent Lundy, Manager, Professional Development; Kara O'Keefe, Marketing and Communications Manager; Emily Plagman, Project Manager; and Lian Sze, Program Coordinator.

Guests: Rob Banks, ALA Board Liaison; John Bellina, Consultant; Clara Bohrer, Chair, PLA Budget & Finance Committee; Amy Garmer, Aspen Institute; Chris Jowaisas, Bill & Melinda Gates Foundation; Emily Sheketoff, ALA Washington Office.

ALA Presidential Candidates: Joseph Janes, Jamie LaRue, JP Porcaro, and Julie Todaro; PLA Board Candidates: Brian Auger, Dr. Rhea Lawson, Gary Shaffer, and Felton Thomas.

1. Welcome and introductions.
2. **Approved** consent documents:

	<u>Document Number</u>
1. Draft 2014 Fall Board Actions	2015.22
2. Center for the Future of Libraries	2015.23
3. Continuing Education Report	2015.24
4. Leadership Development Committee and Academy Update	2015.26
5. Membership Report	2015.27
6. PLA Performance Measurement Task Force	2015.28
7. Publications Report	2015.29
8. "Public Libraries" Magazine Report	2015.30
9. Technology Report	2015.32

10. [What's Happening Guide \(ALA Midwinter 2015\)](#)

[2015.33](#)

Moved Documents 2015.25 (PLA ED Report) and 2015.31 (PLA 2016 Update) to the discussion agenda.

Discussion agenda

3. ALA Strategic Planning Process, *Neal, Macikas* (document 2015.34). Neal reviewed the process and noted the outcome from the ALA/Division Fall meeting should provide an overview and roadmap as to how we can better work together. He also noted documents received thus far are not good summary documents and PLA hopes the final document is more focused and actionable.
4. Introductions of ALA Presidential and PLA Board Candidates. Neal introduced ALA candidates Joseph Janes, Jamie LaRue, JP Porcaro, and Julie Todaro. For PLA Board he introduced: Brian Auger, Dr. Rhea Lawson, Gary Shaffer, and Felton Thomas.
5. ALA Executive Board liaison report, *Rob Banks* (document 2015.44) Banks observed that ALA budget is looking better. He pointed to several key meetings at Midwinter and encourage people to attend. These were related to: diversity, strategic planning, school libraries. He pointed out that ALA's technology needs updating. PLA board members noted that PLA needs better and more timely information and analysis from ALA on association and management trend numbers.
6. PLA President's Report, *Larry Neal*. Neal report on media interviews; as well as the I Love my Librarian award. He observed that the award should get better press and stories should be leveraged. He also reviewed the Gates Foundation Legacy Partners plans to date; E-rate; ALA Annual activities including "Big Ideas" as well as the training he attended at the Disney Institute.
7. Public Awareness Campaign Discussion, *John Bellina* (document on-site). Bellina is a branding/marketing consultant who has worked with libraries. He led the Board through a presentation related to branding, marketing, and advertising to help inform and facilitate the Board discussion and next steps related to PLA's strategic goal about a public awareness initiative.
8. PLA Budget & Finance Committee chair *Clara Bohrer* (document 2015.35; 2015.36 and 2015.37) observed that FY14 ended very well. The PLA Budget and Finance Committee has revised and discussed planning assumptions for the FY16 budget, which will be reviewed and approved by the board in June 2015. It is still early in the fiscal year for FY15 results to show any distinct trends.
9. Future PLA Board Meetings (document 2015.25 pulled from consent). The Board discussed plans for its Fall 2015 meeting and agreed to meet in Seattle in September, in conjunction with the ICMA conference, contingent on PLA president-elect Vailey Oehlke's schedule. This would be instead of meeting at ALA in October with the joint ALA/Division meeting.
10. PLA 2016-Program Time Slots (document 2015.31). The PLA 2016 Program Committee requests that the Board approve a change to 60 minute time slots for programs at PLA 2016. Per PLA policy, the Board must approve schedule changes. Following discussion it was moved and **approved** that the PLA program slots be 60 minutes in length for PLA 2016.

11. Review of the ALA Council Agenda. The purpose of this (Document 2015.41) item is to seek input from the PLA Board prior to Council sessions so that the PLA councilor can adequately and accurately represent PLA's point of view at Council Meetings. The board advised PLA's Councilor related to the items. Two of these included the Resolution from United for Libraries (document 2015.38) and the resolution in tribute of Ferguson Memorial Library (2015.41). After discussion it was moved and **approved** that the PLA board was in support of the resolutions as stated in the documents. On the matter of discussions related to ALA endowment divestitures, Sass was advised that previously the PLA indicated it would follow the recommendations of the ALA Endowment Trustees on these matters.
12. President Larry Neal informed that board that he will be Chair of the ALA Nominating Committee and he encouraged the board to send him suggestions.
13. Bill & Melinda Gates Foundation Update, *Chris Jowaisas* (document 2015.45). Jowaisas described the Legacy Partner plans.
14. Aspen Report, next steps, *Amy Garmer* (document on-site) Garmer described plans for leveraging the [Rising to the Challenge Report](#). She noted there are plans for a pilot discussion in Connecticut and one Midwest city. Materials for trustees will be developed to provide a framework; report can be used for staff in-service, etc. The report is a good connector to external organizations like ICMA. PLA president-elect Vailey Oehlke observed that the report is accessible and has been a good resource for her library as they manage change.
15. Washington Office Report, *Emily Sheketoff*, (document 2015.39) discussed the role of the PLA board at NLLD. She also asked the board to approve the resolution in honoring Tom Wheeler, FCC Chairman (document 2015.40). After discussion, it was moved and **approved** that PLA support the resolution as presented.
16. Policy Revolution! Draft national public policy agenda, *Alan Inouye*, (document 2015.43). Inouye described the Policy Revolution plan, why it is needed and how he hopes it will make an impact. The agenda is not a vision statement for libraries but rather a strategic, political agenda.
17. IFLA Report, *Raymond Santiago*. Santiago is PLA's representative to the IFLA Public Libraries Section. He reported on his participation in the meetings they have held and noted that amazing work is being done globally.
18. ALA Digital Content Working Group, *Carolyn Anthony* (document 2015.42). Anthony is co-chair of the working group and reported on its progress. She will continue to keep the PLA board informed but in general feels progress is being made with the publishing community.

Seeing there was no new business, it was moved and **approved** that the meeting adjourn at 5:45 pm.



National Library Legislative Day – Briefing Schedule

May 4-5, 2015

TO: PLA Board of Directors
FROM: ALA Washington Office
RE: **National Library Legislative Day Schedule**
DATE: April 27, 2015

This is a crucial time to remind our elected officials why libraries are so important. This full day of issue briefings will prepare participants for Congressional visits by giving them the necessary information and key messages.

Monday, May 4, 2015

- 8:00-9:00 a.m. **Continental Breakfast and Check-In**
State coordinators pick up bags and folders and distribute them to participants.
- 9:00-9:10 a.m. **Welcome and Announcements, Recognition of COL Members**
Speakers: Vivian Wynn, Chair, ALA Committee on Legislation; Christina Bailey, President, DCLA; Keith Michael Fiels, Executive Director, ALA
- 9:10-9:15 a.m. **White House Conference on Library and Information Services Taskforce Award
2015 State Attendance Award**
Presenter: Courtney Young, President, ALA
- 9:15-9:30 a.m. **Explanation of State Issue Briefs**
Speaker: John Carlo Bertot, Co-Director of iPAC, Professor in the College of Information Studies at the University of Maryland
- 9:30-9:45 a.m. **Honorable Byron Dorgan**
Introduction: North Dakota (Mary Soucie)
- 9:45-10:30 a.m. **Appropriations**
Speakers: Rich Stombres, Vice President, Penn Hill Group; Moderator: Kevin Maher, Assistant Director, ALA Office of Government Relations
- 10:30-11:15 a.m. **Privacy & Surveillance**



National Library Legislative Day – Briefing Schedule

May 4-5, 2015

Speakers: David Lieber, Senior Privacy Policy Counsel, Google; Ashley Houghton, Re:Think Media; Moderator: Adam Eisgrau, Managing Director, ALA Office of Government Relations

11:15-11:30 a.m. **Break**

11:30-12:00 p.m. **Net Neutrality**

Speakers: Kyle Victor, Legislative Director, Office of Rep. Matsui (D-CA); Moderator: Kevin Maher, Assistant Director, ALA Office of Government Relations

12:00-1:30 p.m. **Lunch (on your own)**

1:30 – 2:15 p.m. **Copyright**

Speakers: Joe Keeley, Majority Chief Counsel, US House of Representatives Judiciary Committee Courts, Intellectual Property, and the Internet Subcommittee; Jonathan Band, Principal, Policy Bandwidth, PLLC; Moderator: Adam Eisgrau, Managing Director, ALA Office of Government Relations

2:15 – 2:45 p.m. **Youth Issues: School Libraries & Early Learning**

Speakers: Moira Lenehan-Razzuri, Legislative Assistant, Office of Sen. Jack Reed (D-RI); Brenna Barber, Legislative Assistant, Office of Sen. Sheldon Whitehouse (D-RI); Emily Sheketoff, Executive Director, ALA Washington Office

2:45-3:15 p.m. **FASTR & FOIA**

Speakers: Patrice McDermott, Director, openthegovernment.org; Michelle Chin, Legislative Assistant, Office of Sen. John Cornyn (R-TX); Jessica McGilvray, Deputy Director, ALA Office of Government Relations

3:15-3:30 p.m. **Break**

3:30-3:50 p.m. **Media Training**

Speakers: Jazzy Wright, Press Officer, ALA Washington Office

3:50-4:10 p.m. **State Coordinator Recognition**

Presenter: Lisa Lindle, Grassroots Communications Specialist, ALA Washington

4:10-5:00 p.m. **State Delegation Meetings**



National Library Legislative Day – Briefing Schedule

May 4-5, 2015

5:00-7:00 p.m. **Reception**
Armed Services Hearing Room SD-G50
Dirksen Senate Office Building
Washington, DC 20510

Tuesday, May 5, 2015

Congressional Office Visits

Where: Capitol Hill; Washington, D.C.

Metro Stop: Union Station (red line - Senate side) or Capitol South (orange/blue line – House side)

TO: PLA Board of Directors
FROM: Larry Neal, PLA President
RE: Spring President's Report

It's hard to believe that my term as president will be up in just two short months! The experience has continued to be exceptional, and my respect for our PLA Executive Director and staff just continues to grow.

PLA @ ALA 2015 Annual Conference

Please register for our first "Big Ideas" Preconference, Friday, June 26, 8:30 am to 3:30 pm hosted at the San Francisco Public Library. We have a great lineup of speakers including **Jay Conger**, ranked by the *Financial Times* and *Business Week* as one of the world's top management educators on leadership and **Tina Seelig** is the Executive Director of Stanford's Technology Ventures Program and has authored 16 books including *inGenius: A Crash Course on Creativity* and *What I Wish I Knew When I Was 20*. A networking lunch and post-event reception are included.

<http://www.ala.org/pla/education/alaannual/15bigideas>

Also continuing PLA's spirit of innovation, join us for a new twist on the president's program, the PLA Member Welcome Breakfast on Saturday, June 27, 8:30 – 10 am. Attendance is free but for members only and an RSVP is required. The event will feature an appearance by NBC's Al Roker from the *Today Show*, a special presentation to the Ferguson (Mo.) Public Library and PLA Awards.

<http://www.ala.org/pla/education/alaannual/15breakfast>

The PLA Board meeting will be held on Saturday, June 27, 1 – 5 pm, Marriott Marquis San Francisco, Sierra Suite F. Box lunches will be provided at 12:30.

The All Committees Meeting will be held on Sunday, June 28, 8:30 – 11:30 am, InterContinental San Francisco, Sutter.

As you may be aware, some travel will be restricted due to the San Francisco Pride events, especially during the Parade which begins on Sunday at 10:30 am.

Executive Director's Evaluation

You will receive a link shortly after Annual Conference to complete a brief self-evaluation as a Board member and a second for Barb's Annual Evaluation.

Bill and Melinda Gates Foundation Legacy Partner Grant Update

Barb and I met with the other Legacy Partners (TASHA and IFLA) in Seattle in March at a meeting hosted by the Foundation to better understand the capacities, challenges and goals of each of the organizations and to begin preliminary discussions as to how our grants can best complement each other. The outcome from the meeting are draft scorecard narratives for each organization (please see PLA's narrative following this report). Needless to say there is still a great amount of work to be done and we are tentatively looking at the PLA 2016 Conference as a venue to make a major PR splash of the grant. Barb, Vailey and I will be attending a Global Libraries Summit May 17-23 which will be a convening of over 90 public library leaders from around the world to begin working on the networking lever of the Legacy Partner's grant.

Other Activities

I attended a Coalition to Advance Learning in Archives, Libraries and Museums meeting, March 12-13 in Washington, D.C. on PLA's behalf. The purpose of the coalition is to seek ways to share ideas and possibly collaborate between the three fields on continuing education opportunities. It is funded in part by an IMLS grant and OCLC. Some of the projects discussed included conference attendance exchanges between fields and additional webinars on topics of broad interest that cross fields.

I attended the opening reception and half a day of PLA's Leadership Academy in Charleston, SC, March 23-24, and was inspired to meet and greet 32 outstanding colleagues. Needless to say I wish I could have stayed for the entire week; I was very impressed by Adam Goodman, director of the Center for Leadership, Northwestern University. I appreciate Carolyn Anthony's continued guidance in this program and it was great to also catch up with several PLA "legends" who are serving as coaches.

The biggest "media event" since Midwinter was the decision by the Kentucky Supreme Court's ruling in favor of public libraries regarding tax levies. The ALA PIO staff did a great job in preparing statements to respond to either possible outcome.

PLA Legacy Grant Scorecard Narrative

Global Libraries (GL) chose PLA, TASCHA, and IFLA to be partners in sustaining and carrying forward GL's work. PLA was chosen as a Legacy Partner in large part due to strategic alignment. In addition PLA reaches a significant number of US public libraries, has worked with the foundation over a long period of time, and has critical relationships in place to amplify, innovate and sustain high quality work. Joining in partnership with IFLA and TASCHA provides an extraordinary opportunity to complement strengths, magnify success by expanding current work, reaching new audiences and geographies, and put new, innovative but often out-of-reach concepts and models into practice.

To achieve outcomes described in the Strategy Framework and the scorecard goals, PLA will work independently as well as in collaboration with the partners. PLA will share its results, best practices, and content from Legacy-funded PLA activities with the objective of expanding successful initiatives to the global partner level. In turn, work created through the partnership will be disseminated to the appropriate PLA audience. In order to foster this sharing and cooperation, the three partners will need to develop a decision-making framework, workflow models to ensure integration of these various activities, and a means of collectively communicating to the field.

Over the past several months, the Legacy Partners have met regularly to begin designing the shared bodies of work. While specific activities are not yet defined, a vision is emerging of how the partners can come together to best serve public libraries. There is great opportunity to share existing content and models in order to accelerate access for new audiences. PLA sees potential to incorporate global resources and contribute its own to advance library practice. Sharing the responsibility, risk, and reward of testing new models is perhaps the most exciting aspect of the Legacy Partners. The partnership multiplies opportunities to create research-based tools and services designed to support libraries in becoming key community assets, deliver them to the field, and study effectiveness in a well-resourced environment.

PLA's independent work initially is based on expanding activities the organization already does well, exploring "wish list" opportunities PLA has not had the capacity to carry out previously, and strengthening the Project Outcome grant-funded work already in progress. All of these activities will be undertaken with the goal of supporting the larger Legacy Project objectives.

The PLA brand is built on a strong program of continuing education—in particular, leadership training, an area PLA seeks to expand through Legacy work. Leadership is both a core goal of the PLA strategic plan and a Legacy Partnership lever. Through careful review and consideration of library leadership training needs, PLA has developed and tested a leadership model that is focused externally on the library's role in the community. To deepen and expand this education, PLA plans to examine career-spanning content to engage leaders over the course of their professional lives. This work will also

highlight the characteristics of effective leaders and effective networks that support and train these leaders.

In conjunction with identifying meaningful leadership training content, PLA plans to explore effective modes of training. PLA members rate face-to-face meeting as the most valuable mode of learning and networking. Yet, neither PLA nor its members have the capacity to plan and attend regular, nation-wide meetings. PLA, possibly in collaboration with TASCHA, will test new local modes of face-to-face training, through state library associations or regional networks. As association models change, PLA can test new ways to engage, a long-discussed idea that also meets the goals of the Network & Knowledge Sharing lever.

PLA's current foundation grant for Project Outcome directly ties back to the Impact & Advocacy lever of the Legacy work. Through Project Outcome, PLA hopes to introduce 250 libraries to a standard set of performance measures, and provide implementation support. Early enthusiasm indicates field-wide desire for this project. PLA will consider ways to roll Project Outcome into Legacy work to support an expanded user-base, and to sustain the program beyond 2017. Because the seven surveys that make up the core of Project Outcome describe near-universal services areas, they may be relevant to a global audience. PLA is already working with UW on the data-collection aspect of Project Outcome. This serves the dual purpose of supporting Project Outcome participants while testing Legacy cooperation and possible broader projects in the Impact and Advocacy lever.

Other areas PLA will consider expanding with Legacy funds include: family engagement and early literacy (via Every Child Ready to Read), financial literacy (via digitallearn.org), and new management and strategic planning programs, possibly with the addition of INELI and BSLA content.

PLA also might address: active support of the revised Turning the Page curriculum; and collaborating with other ALA units (PPO, OITP, Advocacy Office) and external partners to extend and sustain existing programs with Legacy Partner work, particularly around the areas of advocacy and impact, with the end goal of ensuring PLA's reputation as a public library champion.

As evidenced by the attached scorecard and this short narrative, PLA is approaching the initial phase of the Legacy Partnership with a planning grant mindset. The long-term, ten year goals of the project describe ambitious change. The collective commitment and effort of the Legacy Partners put these goals within the realm of possibility. Yet, to reach them, there are several questions to be answered and interim steps to be taken. The involvement of TASCHA will ensure that these early questions have evidence to support actions. PLA and IFLA will need to test models of knowledge-sharing and audience-building on a small scale before expanding reach and PLA looks forward to the opportunity to experiment. But, PLA recognizes that this phase must be short and lessons learned must be brought forward into broader implementation plans. It is PLA's hope that the three organizations will commit to

regularly reviewing Legacy activities in relation to the levers and scorecard, assess progress towards goals, and make agreed-upon decisions on next steps.

The goals of the Legacy Partnership hold great promise for the field. If the Partnership successfully works through the proposed areas of focus, libraries will have greater chances of becoming well-funded engines of development in communities across the globe. PLA is excited to be a part of this process.

Everything is predicated on a strong program of communication between members, partners, and Legacy Partners. This may require new infrastructure.

Research & Innovation

Efforts to assess library usage, impact, and trends and to develop and disseminate tools and models of library service delivery that can help public libraries more quickly incorporate effective, innovative services into their core offerings.

- Libraries are recognized as community thought leaders that make forward-thinking, data-based decisions.
 - The Legacy Partners are seen as a critical resource in providing accurate, valuable data to advance the field.
1. Increased efforts to assess library impact
 - a. Identify library priorities; recognize any shifts in priorities; drive impact assessment
 - b. Determine Legacy Partner priorities
 2. Increased ability of libraries to incorporate research findings into planning and decision making
 - a. Design CE to compliment research delivery
 3. Increased ability of Legacy Partners to measure impacts of own programs and services
 - a. Develop internal program evaluation methodology
 4. Explore effective association models to ensure success and sustainability of LPs
 - a. Increased ability to understand and respond to member needs
 - b. Determine new/next generation member value proposition
 - c. Determine financially stable/profitable service model

Leadership Capacity Building

Efforts to increase access to leadership development opportunities that equip library staff and organizations to create, lead, manage, and support high-impact libraries today and in the future

- Library staff engages in career-long learning to prepare them to meet evolving professional and community needs.
 - Library staff advance community goals by aligning internal and external priorities.
1. Increased delivery of relevant leadership training at all levels and geographies
 - a. Identify local characteristics of effective leaders
 - b. Define career stages and training needs to match
 - c. Identify effective and sustainable leadership training models
 2. Characteristic and knowledge-base of effective training networks.
 - a. Establish links, coordination and collaboration between networks.
 3. Increased recognition of libraries as well-managed, contemporary community assets

Impact & Advocacy

Efforts to drive adoption of outcome-focused evaluation to improve services and impact; and develop and connect advocates who effectively articulate the role and value of public libraries in order to secure sustainable support, resources, and partnerships.

- Library staff integrate data-based advocacy into everyday activities.

- Advocacy is a demonstrated skill at all staff levels/roles.
 1. Increased adoption of impact measurement
 - a. Develop model for effective impact measurement based on existing tools, how they work together
 - b. Identify collective impact data models to roll up to regional, national, international
 2. Increased delivery of advocacy training at all levels and geographies
 - a. Describe baseline advocacy skills: reach those who need them, determine more advanced advocate needs
 - b. Identify characteristics and knowledge-base of effective advocacy teams (library-supporter-stakeholder)
 - c. Identify effective and sustainable advocacy training models
 3. Increased alignment between library best practices and SDGs
 - a. Integrate impact and advocacy training and support tools
 4. Increased ability of PLA to advocate on behalf of public libraries

Network & Knowledge Sharing

Efforts to build a cohesive global network of connected leaders and organizations able to share best practices and tools and to coordinate collective efforts and create shared solutions to common problems addressing critical issues and needs while avoiding duplication.

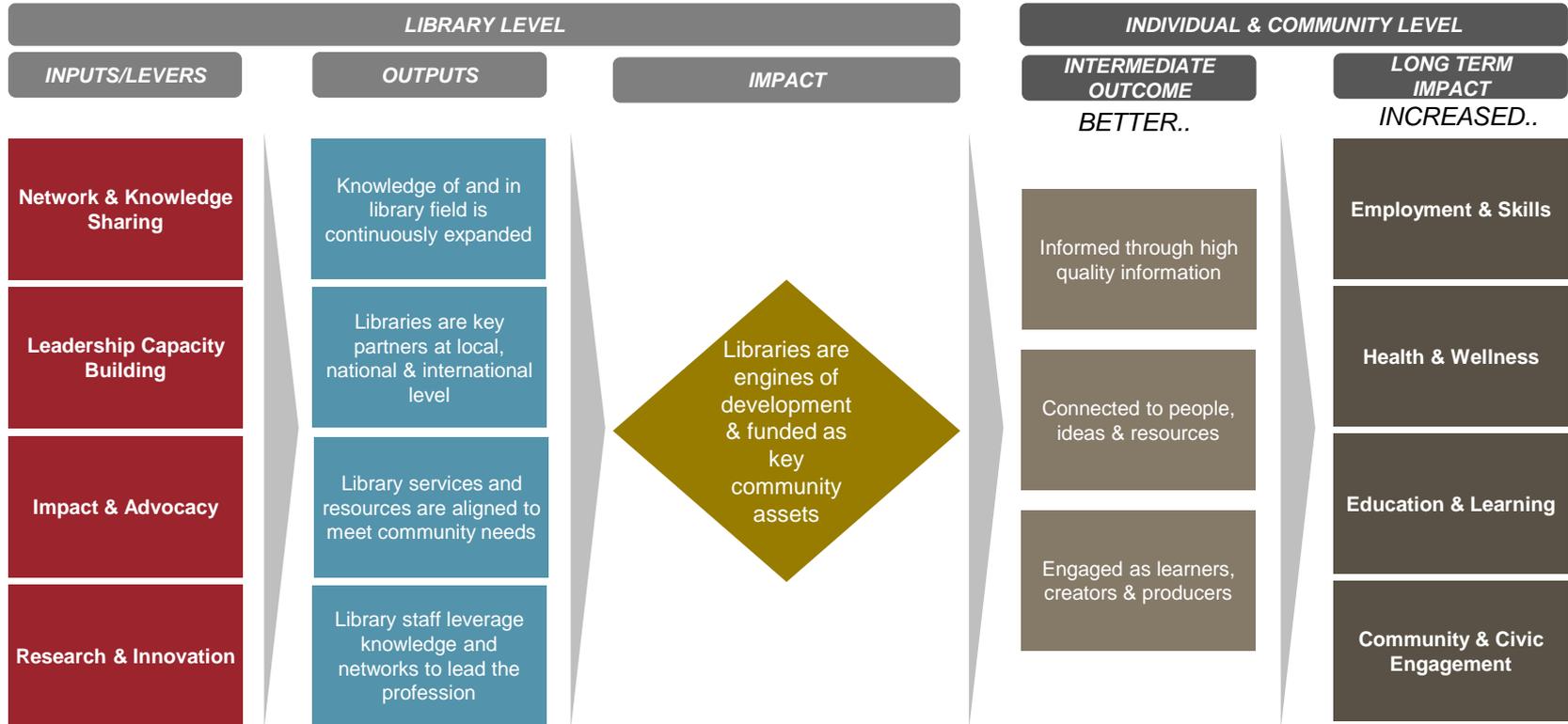
- Library staff contribute their knowledge, skills, and abilities to strengthen the global library field
- The Legacy Partners will establish a governance framework to create a sub-network of decision-making

This lever overlays the other three levers

1. Increased opportunities for collaboration across geographies
 - a. Determine characteristics of network nodes; est. multi-way communications between LPs, nodes, and their audiences
2. Increased field-wide understanding of Legacy Partnership goals and activities
3. Increased ability to lead within professional member organizations
 - a. Help sustain LPs with engaged and committed professional leaders
 - b. Support member-driven extensions and activities of the legacy grants
4. Establish shared Partnership model to review progress, make decisions, and effectively communicate with one voice
 - a. Determine infrastructure for Partners to meet goals without foundation support

GLOBAL LIBRARIES LEGACY STRATEGY FRAMEWORK

Targeting public libraries as means to reach information poor by leveraging existing assets and driving innovation*



*leveraging existing GL countries and mutually agreed upon additional geographies

**Public Library Association
FY 2014-15 Financial Report
Year-To-Date Report by Project**

PLA Board of Directors
Spring 2015
2015.49

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of March</u>	FY 2015 <u>Actual as of March</u>
<u>1 Administration (0000)</u>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$885,620.00	\$609,662.00	\$544,092.00	\$390,085.00
<u>2 Service to Members (3000)</u>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Dues	\$440,520.00	\$505,910.00	\$266,887.00	\$294,640.00
Expenses	\$172,650.00	\$68,169.00	\$118,076.00	\$27,074.00
Net	\$267,870.00	\$437,741.00	\$148,811.00	\$267,566.00
<u>3 Regional CE, Bootcamp (3007)</u>				
Registration	\$52,437.00	\$55,500.00	\$0.00	\$0.00
Expenses	\$36,855.00	\$41,753.00	\$12,286.00	\$449.00 ¹
OH & Tax	\$12,690.00	\$13,431.00	\$0.00	\$0.00
Net	\$2,892.00	\$316.00	-\$12,286.00	-\$449.00
<u>4 PLA Partners (3020)</u>				
Revenue	\$104,500.00	\$100,355.00	\$18,165.00	\$15,730.00
Expenses	\$18,350.00	\$13,744.00	\$5,681.00	\$5,078.00
Net	\$86,150.00	\$86,611.00	\$12,484.00	\$10,652.00
<u>5 Public Libraries (3030)</u>				
Revenue	\$91,338.00	\$78,302.00	\$49,437.00	\$41,496.00
Expenses	\$130,118.00	\$113,544.00	\$75,147.00	\$67,040.00
OH	\$5,052.00	\$4,805.00	\$2,947.00	\$2,945.00
Tax	\$547.00	\$0.00	\$322.00	\$322.00
Net	-\$44,379.00	-\$40,047.00	-\$28,979.00	-\$28,811.00

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of March</u>	FY 2015 <u>Actual as of March</u>
<u>6 ALA Conf Preconferences and MW Institute (3026)</u>				
Revenue	\$11,105.00	\$19,925.00	\$3,701.00	\$12,694.00
Expenses	\$8,350.00	\$8,405.00	\$2,784.00	\$8,443.00
OH	\$2,687.00	\$4,822.00	\$940.00	\$3,224.00
Net	\$68.00	\$6,698.00	-\$23.00	\$1,027.00
<u>7 Web Based CE (3040)</u>				
Revenue	\$90,000.00	\$72,195.00	\$40,831.00	\$19,707.00
Expenses	\$21,200.00	\$23,160.00	\$11,548.00	\$6,567.00
OH	\$10,890.00	\$8,736.00	\$5,185.00	\$2,503.00
Net	\$57,910.00	\$40,299.00	\$24,098.00	\$10,637.00
<u>8 Publications (3058)</u>				
Revenue	\$37,900.00	\$16,468.00	\$8,473.00	\$7,123.00
Expenses	\$34,543.00	\$6,796.00	\$4,195.00	\$118.00
OH & Taxes	\$3,255.00	\$871.00	\$1,076.00	\$721.00
Net	\$102.00	\$8,801.00	\$3,202.00	\$6,284.00
<u>9 NC 2014 General Program (3061)</u>				
Revenues	\$1,163,955.00	\$1,301,956.00		
Expenses	\$292,000.00	\$282,342.00		\$349.00 ²
OH & Taxes	\$281,677.00	\$315,018.00		
Net	\$590,278.00	\$704,596.00		
<u>10 NC 2014 Exhibits (3062)</u>				
Revenues	\$1,520,896.00	\$1,602,120.00		
Expenses	\$521,150.00	\$310,754.00		\$210.00 ³
OH & Taxes	\$336,380.00	\$387,713.00		
Net	\$663,366.00	\$903,653.00		
<u>11 NC 2014 Promotion (3063)</u>				
Revenues	\$107,000.00	\$69,735.00		
Expenses	\$69,700.00	\$38,310.00		
OH & Taxes	\$12,947.00	\$9,541.00		
Net	\$24,353.00	\$21,884.00		

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of March</u>	FY 2015 <u>Actual as of March</u>
<u>12 NC 2014 Phil Reg (3064)</u>				
Revenues	\$0.00	\$0.00		
Expenses	\$30,250.00	\$17,366.00		
OH	\$0.00	\$0.00		
Net	-\$30,250.00	-\$17,366.00		
<u>13 NC 2014 Opening/Closing Session (3065)</u>				
Revenues	\$0.00	\$0.00		
Expenses	\$162,000.00	\$159,489.00		
Net	-\$162,000.00	-\$159,489.00		
<u>14 NC 2014 Programs (3066)</u>				
Revenues	\$0.00	\$0.00		
Expenses	\$84,250.00	\$81,614.00		
Net	-\$84,250.00	-\$81,614.00		
<u>15 NC 2014 Meal Events (3069)</u>				
Revenues	\$83,250.00	\$105,880.00		
Expenses	\$79,500.00	\$104,158.00		
OH	\$0.00	\$0.00		
Net	\$3,750.00	\$1,722.00		
<u>16 NC 2014 Preconference(3070)</u>				
Revenues	\$108,500.00	\$103,435.00		
Expenses	\$58,950.00	\$46,066.00		
OH & Taxes	\$26,257.00	\$25,031.00		
Net	\$23,293.00	\$32,338.00		
<u>17 Preschool Literacy (3120)</u>				
Revenue	\$40,000.00	\$86,268.00	\$23,332.00	\$29,143.00
Expenses	\$52,033.00	\$16,239.00	\$9,757.00	\$4,217.00
OH & Taxes	\$4,840.00	\$10,438.00	\$2,823.00	\$3,701.00
Net	-\$16,873.00	\$59,591.00	\$10,752.00	\$21,225.00
<u>18 PLA 2016 Promotion and Planning (3145)</u>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$8,000.00	\$86,973.00	\$68,761.00	\$16,131.00

Due to coding error, FY14 actual includes \$38K to be re-allocated to 3061 and 3062.

	FY 2014 <u>Budget for Final Close</u>	FY2014 <u>Actual for Final Close</u>	FY 2015 <u>Budget as of March</u>	FY 2015 <u>Actual as of March</u>
19 Public Library Data Service (3172)				
Revenue	\$24,793.00	\$8,885.00	\$653.00	\$1,373.00
Expenses	\$60,259.00	\$28,966.00	\$20,620.00	\$18,781.00
OH & Taxes	\$3,000.00	\$1,075.00	\$83.00	\$174.00
Net	-\$38,466.00	-\$21,156.00	-\$20,050.00	-\$17,582.00
Contains U of I refund (FY14) and Performance Measurement TF expenses (FY14&15)				
20 PLA Virtual Conference (3173)				
Revenue	\$48,000.00	\$53,590.00		
Expenses	\$39,950.00	\$29,970.00		
OH & Taxes	\$5,808.00	\$6,484.00		
Net	\$2,242.00	\$17,136.00		
22 Certified Public Library Administrator (CPLA) (3189)				
Revenue	\$13,000.00	\$0.00	\$3,350.00	\$0.00
Expenses	\$9,708.00	\$0.00	\$2,883.00	\$0.00
OH & Taxes	\$3,146.00	\$0.00	\$851.00	\$0.00
Net	\$146.00	\$0.00	-\$384.00	\$0.00
23 Leadership Initiative (3174) * end. interest				
Revenue	\$0.00	\$0.00		
Expenses	\$38,838.00	\$13,926.00		
OH & Taxes	\$0.00	\$0.00		
Net	-\$38,838.00	-\$13,926.00		
Contains some expenses for the Performance Measurement Task Force				
24 Cost Share IMLS Grant Digital Learn (3188)				
Revenue	\$60,000.00	\$0.00	\$17,500.00	\$0.00
Expenses	\$45,480.00	\$47,575.00	\$26,526.00	\$27,910.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
Net	\$14,520.00	-\$47,575.00	-\$9,026.00	-\$27,910.00
25 Cost Share IMLS Grant Early Lit/ ECRR (3181)				
Project not used as of this report.				
26 Cost Share IMLS Grant Leadership (3183)				
Project not used as of this report.				
27 Leadership Academy (3196)				
Project not used as of this report.				

BALANCE SHEET STATEMENT

	FY 2014	FY2014	FY 2015	FY 2015
	<u>Budget for Final Close</u>	<u>Actual for Final Close</u>	<u>Budget as of March</u>	<u>Actual as of March</u>
Opening Fund Balance	\$1,769,722.00	\$1,769,722.00	\$3,062,221.00	\$3,062,221.00
Revenue	\$3,997,194.00	\$4,180,523.00	\$464,681.00	\$424,041.00
Expenses	\$2,782,078.00	\$2,100,044.00	\$957,417.00	\$577,125.00
Overhead	\$708,629.00	\$787,965.00	\$23,428.00	\$13,811.00
Taxes	\$547.00	\$1,103.00	\$322.00	\$322.00
Net	\$505,940.00	\$1,292,514.00	-\$516,486.00	-\$167,217.00
Transfer to Endowment	\$0.00	\$0.00		
Closing Fund Balance	\$505,940.00	\$3,062,236.00	-\$516,485.00	\$2,895,004.00
LTI Principle	\$	1,237,033.00		\$1,288,518.00
LTI Interest		\$45,848.00		\$37,563.00
Expenses		\$5,992.00		\$5,120.00
Net	\$39856*			\$2,895,003.00 ⁴

*Rolled into PLA operating budget; not LTI. Est. as LTI not closed

- 1.) Travel charge to ALA master which did not get put in FY14
- 2.) Minor conference related travel expenses reimbursed in Nov.
- 3.) Bank fees
- 4.) Ending Net Asset Balance from All Projects Report

TO: PLA Board of Directors
 FROM: Barb Macikas, Executive Director
 RE: **FY 2016 Budget Overview**
 DATE: April 22, 2015

Here is an overview of the draft Fiscal Year 2016 budget, along with comparison data for actual and budget in previous and current years.

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Draft
Beginning Fund Balance	\$1,049,598	\$2,129,598	\$1,769,722	\$3,062,236	\$2,206,667
Revenues	\$4,243,107	\$ 868,334	\$4,180,523	\$ 859,052	\$4,193,740
Expenses	\$2,363,924	\$1,172,344	\$2,100,044	\$1,665,367	\$2,885,341
Overhead	\$ 799,655	\$ 55,304	\$ 787,965	\$ 49,254	\$ 807,630
Total Expenses	\$3,163,579	\$1,227,648	\$2,888,009	\$1,714,621	\$ 3,692,971
Net	\$ 1,079,528	\$ (359,314)	\$ 1,292,514	\$ (855,569)	\$ 500,769
Ending Fund Balance	\$ 2,129,052	\$1,769,722	\$3,062,236	\$2,206,667	\$ 2,707,436

*FY16 – Overview**

Revenues

- Membership dues revenue is comparable to FY14 actual, with the conference giving PLA an opportunity to market the value of PLA membership. PLA is collaborating with ALA on new membership marketing options and the membership advisory committee is focused on increasing the value of PLA member. In FY16 we will again provide a new member value opportunity (like the Member Breakfast at ALA 2015 Annual). Long-range these opportunities should help grow membership but short term, there will be investment expense. Note that FY16 will be the first year PLA will phase in a dues increase based on the Consumer Price Index. CPI will likely not match the flat \$5/year dues increase PLA has seen over the last four years.
- PLA 2016 Conference revenue (\$3,221,184, includes registrations and exhibits) makes up the majority of PLA’s revenue in FY16 and is based on actuals from FY14. Conference registration is budgeted at FY14 levels; exhibit booth sales are budgeted at 8% under actuals due to vendor consolidations. PLA is considering a variety of new marketing options, and, with the conference and conference program committees’ strong support and great ideas, will develop an extraordinary program with new opportunities for members to engage and learn.
- Sponsorships and development is budgeted at \$260,000, which is well over FY14 actuals. PLA is hoping having additional staff to manage development will help grow sponsorships.
- Continuing strong competition within and outside ALA for public library professional development dollars. ALA Publishing, *Library Journal* and OCLC/WebJunction, among others, continue to expand webinar and F2F training offerings. Webinars are budgeted at same level as actual FY14.

- PLA is continuing to develop new or grow existing products and services, such as the performance measurement and early literacy resources. PLA will be revising its marquee “boot camp” program and is also considering new strategic planning tools.
- Though advertising revenue saw a decline in FY14, PLA staff are investigating new advertising options such as through the PLA conference app and via webinars. Advertising is budgeted 15% higher than actual FY14.
- Where appropriate and within association strategic goals, PLA will seek grant funding to support initiatives.
- PLA staff costs will increase as one new management position will be included in the FY16 budget. The focus of the position will likely be related to member services and development. There may be cost savings related to grants.
- PLA has included additional funding so support its DigitalLearn.org resource.
- PLA will continue to maintain a fund balance toward an ALA recommended goal of a minimum of 25% of average operating funds available, which is \$750,000.
- The PLA B&F Committee and the Board will want to consider its recommendation to the PLA Board on where to earmark the LTI interest. In previous years it has been allocated to leadership development and performance measurement. The estimated amount of the interest should be \$35,000. A final recommendation will not be required till June 2015.

Expenses

The expense side of the budget is \$804,963 over the actual spent in FY14. Increases in expenses are described below.

- Increased salary and benefits of \$350,000 are included in the FY16 budget. A new FT position has been added to manage development and partnerships. The equivalent of 75% of a position funded by IMLS for DigitalLearn.org grant will move back to PLA operations budget.
- Sustaining the DigitalLearn.org site will require tech support of approximately \$150,000 that was previously covered by the grant.
- We have also added to the promotion budget line from FY14 (approximately \$20,000) to enhance promotion for the PLA 2016 conference.
- PLA 2016 costs (entertainment, F&B) for the all-conference registration and other receptions were budgeted higher than FY14 actuals, anticipating higher costs in 2016. Some venues have not been selected yet, these costs may go down but we are budgeting conservatively, \$126,000 over FY14 actuals. Additionally, facility rental is higher (due to timing, FY14 cost were spread out through fiscal years) so over FY14 actual by \$113,000.

*Note: Budget presented does not include grants PLA manages. Currently, PLA is administering three grants totaling \$3.7 million. Two are IMLS: early literacy research (\$500,000 for 3 years through 2016) and leadership development (\$213,680 for three years through 2017). The other is a Gates grant for performance measurement (\$3 million for three years, through 2017).

Additionally, in May 2014, the Bill & Melinda Gates Foundation announced it would wind-down its Global Libraries initiative. Since then, GL has been working to identify how to achieve the foundation’s goal of leaving the library field stronger. GL has identified three lead, legacy partners to whom they expect to make limited-life, project support grants as part of the wind-down. PLA is one of the legacy organizations and PLA staff and leadership are currently developing its grant proposal with GL and Legacy Partners IFLA and TASCHA. It is anticipated funding will be received in spring 2016. This funding may have a significant impact on PLA’s budget.

April 26, 2015

TO: PLA Board of Directors

RE: Request to support the IFLA scholarship Program

ACTION REQUESTED/INFORMATION/REPORT:

Action requested

ACTION REQUESTED BY:

Barbara Macikas Executive Director

DRAFT OF MOTION:

The PLA Board of Directors approves the request to support the IFLA scholarship program for the IFLA 2016 conference with a donation of \$5,000.

BACKGROUND:

-----Original Message-----

From: James G. Neal [<mailto:jneal0@columbia.edu>]

Sent: Wednesday, April 08, 2015 10:02 AM

To: Barb Macikas

Subject: Re: IFLA

Barb, I need your help. The IFLA conference will be held in Columbus, Ohio in August 2016. It will be an exciting event for the global library community. One of the goals set by the organizing committee is to support attendance by librarians from around the world and from North America who would not have the funds to enable their participation. I am heading up the fundraising to create a scholarship fund. We are seeking to assist a minimum of 50 librarians from the developing world (at an average cost of \$5,000 each), and a minimum of 50 librarians from North America with a focus on diversity (at an average cost of \$1,000 each).

It would be great if PLA could support this effort with a significant investment. The Association of Research Libraries has committed \$25,000, and ALA is seeking to match that investment. Keith has put in \$10,000 and has asked that I turn to ACRL, PLA and AASL to request an additional \$5,000 from each. Let me know how best to proceed. Michael Dowling is handling the funds and overseeing the scholarship process. Let me know if you want to discuss. Thanks, Jim.

--

James G. Neal

Vice President for Information Services

and University Librarian

Columbia University

517 Butler Library

535 West 114th Street, MC1101

New York, NY 10027

212-854-2247

212-854-4972 (Fax)

jneal@columbia.edu

<http://www.columbia.edu/~jneal>

ALA Treasurer, 2010-2013

TO: PLA Board of Directors
RE: Executive Director's Report

ACTION REQUESTED/INFORMATION/REPORT:
Information/Discussion/Action

ACTION REQUESTED BY:
Barb Macikas, PLA Executive Director

DRAFT OF MOTION:

The PLA Board votes to approve the creation of a Family Engagement Task Force that will explore partnerships and consider resources to be developed to help public libraries learn and implement successful family engagement practices.

BACKGROUND:

From ECRR to Family Engagement

Through PLA's groundbreaking early literacy initiative "Every Child Ready to Read @your library[®]," (ECRR) public libraries have seen tremendous change at the practitioner level. Research has demonstrated that the program has had a major impact on how early literacy programs are conducted in libraries. It is hoped that on-going (IMLS-funded) research will further demonstrate the impact the program has had on parent/caregiver behavior, and from there, on reading readiness, which will provide public libraries with a strong advocacy tool.

For the past decade, public libraries nationwide have used the 1st and 2nd editions of ECRR to educate individuals and the broader community about the importance of early literacy and the lifelong impact it can have. As PLA continues to insure best practices regarding early literacy, it has become clear that early literacy is just one facet of a larger, national effort related to the concept of family engagement.

Family engagement takes a broader view that encompasses not only early childhood but the transition to kindergarten, out-of-school learning, and success in school to graduation. Children don't grow and develop solely in the context of an early childhood program, no matter how high-quality that program is—they grow and develop in the context of their families, their homes and their communities. The level that a family is engaged in the child's learning (in the broadest sense) is a direct predictor of the success of a child through to college (graduation rate). Clearly this broader focus on community and lifelong learning is in complete alignment with the goals of America's public libraries.

Harvard Family Research Project

"Family engagement" refers to the beliefs, attitudes and activities of families to support their children's learning, whether at home, at school or in the community. At the recommendation of then IMLS Director Susan Hildreth, last year PLA staff and members began researching family engagement implications for libraries. Clara Bohrer, chair of the PLA advisory committee to our IMLS early literacy research grant, Kathleen Reif, past chair of the ECRR committee and I studied the work of the [Harvard Family Research Project](#) (HFRP). HFRP is part of the Harvard Graduate School of Education. The mission of HFRP is to shape 21st-century learning opportunities so that all children and youth thrive. Central to

their work are addressing issues of access and equity in learning, and advancing family and community engagement practices that reinforce success for all children. The parent, family and community engagement philosophy of HFPR is described as:

“Our review of research and our collective experience with Head Start and other education and human service initiatives confirm that effective parent, family, and community engagement are:

- **Responsive** to the cultures, goals, and circumstances of individual parents and provides a **comprehensive** range of pathways for family support, involvement and leadership;
- Based on **shared responsibility** where programs commit to joining families in respectful and empowering ways and families commit to actively supporting their children’s learning;
- **Outcomes-based and data driven**, thereby enabling parents, teachers, program directors, family service providers and community partners to find new solutions to new challenges; and
- **A systemic program-wide initiative** that is embedded in the work of all staff members, management systems, and leadership priorities.”

PLA’s review of the HFRP program led to conversations with Elena Lopez, Associate Director and a meeting with Elena and her staff on April 22. Takeaways from HFRP staff:

- HFRP focuses on what supports family engagement outside of school: anywhere, anytime learning. They see libraries as learning spaces in a community.
- They engage in applied research: what does this mean for practice? What does research indicate is best practice for FE?
- Leadership is key. Public library directors must buy in to the concept.
- Importance of relationships.
- Professional development is critical.
- [Head Start Family Engagement framework](#) is excellent and is in alignment with the HFRP vision.
- Reiteration of the 3 core principles: shared responsibility, continuity of engagement throughout the years of the child’s life, connection across different community settings.

PLA shared:

- PLA’s role as the national organization representing public libraries.
- Project Outcome work. HFRP was particularly interested and wondered if Family Engagement outcomes could be incorporated.
- The idea that PLA could create a toolkit similar to ECRR to help change practice. It might include resources to: educate the profession about family engagement research and best practices, help librarians understand how they can support family engagement, help librarians educate their community partners about how library services can help them with family engagement, different methods of family engagement.
- What libraries need to consider: How does FE play out in our libraries? What should we be doing? How does it impact our operations and how we view our operations---across all aspects of the library? What role digital media plays in family engagement?

- HFRP staff seemed interested in working as consultants if PLA decides to support a Family Engagement toolkit and/or other resources. They also are interested in speaking at PLA 2016 conference.

National Policy

Family engagement has taken hold as a critical national policy focus. Last spring, US Secretary of Education Arne Duncan announced the release of the U. S. Department of Education's [Family and Community Engagement Framework](#) for families, schools, districts, states, and the broader communities to build capacity for student achievement and school improvement. "Race to the Top" grants include family engagement in the application criterion; it is a focus for the US Department of Education and thus is trickling down to the state level (Massachusetts, Maryland and Indiana are good examples). There is also recognition that there is a strong need to build family engagement networks of institutions, locally, regionally, statewide and nationally.

The recent Aspen Institute Report, "[Rising to the Challenge: Re-envisioning Public Libraries](#)," was created to raise the profile of public libraries to the center of the knowledge society . . . and to re-envision the 21st century library as a center of learning, innovation and creativity." The report notes that "Public libraries provide a lifetime of learning opportunities for people in the communities they serve. They are especially effective at supporting informal learning, connecting diverse learning experiences, filling gaps between learning opportunities and offering new learning models that may not be feasible in schools, which face tighter boundaries and controls." Clearly, a new focus by PLA on family engagement is in strong alignment with the Aspen vision and recommendations for libraries' support of communities and for fully sustained public libraries.

ALA's "Policy Revolution" (draft) calls out "learning and education" as essential library services and has as a goal "to increase awareness and understanding by decision makers of these roles, leading to additional library capacity for these educational opportunities through strengthened and new collaborations and funding by the federal government, non-profit organizations, private philanthropy, and information services and technology firms." Efforts by PLA to help libraries work in the family engagement space will help support this goal.

Summary and Next Steps

Just as PLA took the lead in early literacy through the ECRR initiative, PLA can lead in preparing public libraries to think about family engagement across the variety of services offered, not just early childhood. Children spend only a portion of their time in school. Much more of their time is spent within their families and their communities (including libraries). Libraries are part of the family engagement ecosystem but libraries currently may not be engaged in best practices related to family engagement and are not always seen as an institution that should be at the table as family engagement networks are developed, even when public libraries are identified by external researchers as clear resources. An added benefit to developing a strong family engagement framework within libraries is that these families may become advocates both for their children and for the library.

To start the process, it is recommended that PLA President Larry Neal appoint a small task force of 6-8 public library administrators to consider next steps. The TF will develop a charge for the Board's review and will have the opportunity to meet at the ALA June conference.



April 27, 2015

TO: Public Library Association (PLA) Board of Directors

FROM: GMMB

RE: Board Meeting Discussion | Sunday, May 3, 2015

INFORMATION/ACTION/DISCUSSION: Discussion

Meeting Goals:

- Ensure board alignment on the perceptions of public libraries that should be enhanced under its current strategic objective
- Provide the information and questions the board needs to consider to select an approach to changing these perceptions

Time	Agenda
1:30 – 2:00	<p>Welcome & Introductions (Barb)</p> <ul style="list-style-type: none"> • Introduce GMMB team (1-2 min) • Briefly review events leading to this discussion (2-3 min) <p>Setting the Stage (GMMB)</p> <ul style="list-style-type: none"> • Review agenda/meeting goals (1-2 min) • Review PLA strategic goal/objective (2-3 min) • Share board survey highlights (8-10 min) • Share core principles of effective communications (10 min) <p><u>Purpose:</u> Provide context for today’s discussion</p>
2:00 – 2:45	<p>Awareness, Perceptions, and Positioning: What is the Difference?</p> <ul style="list-style-type: none"> • Set-up (3-5 min) • Discuss examples of these three approaches to perceptions change and key lessons learned from each (25-30 min) • Q&A (5-10 min) <p><u>Purpose:</u> Use real examples to focus board discussion</p>
2:45 – 3:45	<p>What is the Right Direction for PLA?</p> <ul style="list-style-type: none"> • Group discussion about the best approach for PLA to change perceptions <p><u>Purpose:</u> Board understands the key benefits and drawbacks of three approach options and reaches general consensus on a course of action</p>
3:45 – 4:00	<p>What’s Next?</p> <ul style="list-style-type: none"> • Discussion of next steps and timeline <p><u>Purpose:</u> Identify tangible actions board will take over the next three months to pursue an approach to changing perceptions about public libraries</p>