

**2008-2009 ALA CD #35
2009 Midwinter Meeting**

APPENDIX B

1980-81 ALA COUNCIL
DOCUMENT 24

OPEN MEETING POLICY: An Interpretive Statement
Of the American Library Association

The policy on Open Meetings, 7.4.3., reads as follows:

"All meetings of the American Library Association and its units are open to all members and to members of the press. Registration requirements apply. Closed meetings may be held only for the discussion of matters affecting the privacy of individuals or institutions."

The American Library Association is a national educational association with an organizational pattern of units and sub-units with distributed responsibility for the conduct and accomplishment of its business. As a membership association, its structure, procedures, and actions do not parallel public or governmental bodies.

In support of its goal of promoting and improving library service and librarianship, the ALA conducts activities such as: developing standards; accrediting library school programs; granting scholarships, awards, and other recognitions; developing and conducting continuing education programs; publishing monographs and periodicals; reviewing and recommending publications; publicizing library needs and services; recommending legislation; providing advisory assistance; conducting many other projects and programs related to the development or improvement of library services.

Many of these activities require discussion by a planning or evaluating group, and an assessment of individual or institutional achievement. Questions have been raised concerning the manner in which the Open Meeting Policy relates to ALA's activities.

In implementing the above policy, the following general concepts should be kept in mind:

Personnel assessment areas in association activities should be structured so that no individual's right to privacy will be abridged or endangered.

Discussions of confidential information regarding an institution should not abridge the institution's right to privacy.

Information regarding individuals and institutions may be considered by the individual or institution to be confidential or highly sensitive (private) at one date, but public information at a later date; the association may need to take timing into account in identifying specific matters of privacy.

ALA members and other interested persons should be encouraged to attend meetings where business is conducted; closed meetings should be planned only when they are essential to protect privacy.

Matters affecting the privacy of individuals or institutions frequently include such areas as:

Deliberations concerning the performance of personal members, or institutions, or paid staff of the ALA and its units.

Deliberations concerning professional achievements, contributions, and qualifications of members being considered for office.

Deliberations concerning the qualifications of individuals or institutions being considered for grants, scholarships, or similar recognition.

Deliberation concerning the ability of an institution to meet published criteria or standards.

Deliberations concerning contractual matters, and matters with legal or financial implication for individuals or institutions.

Deliberations concerning awards to individuals for achievements and/or creative works.

Deliberations concerning awards to institutions or organizations.

The work of the Association should normally be accomplished at the Annual and Midwinter meetings, in sessions open to all of the membership. It is the responsibility of the chair of each unit to insure that the spirit of the open meeting policy is enforced. Each chairperson should identify any need for a closed portion of a meeting at the time the meeting is announced; that fact should be made known in advance. No matters other than those requiring protection of privacy may be discussed during that time period. All actions taken in closed session must be reported to the membership of the parent unit and made public at the earliest possible time after the closed session.

Although a unit's workload may be such that some of its business must be conducted through correspondence or meetings held outside of conference, notice of meetings held outside of Annual Conference and Midwinter Meeting must be announced prior to the meeting and the results of the meeting made public at the earliest possible time.

Question or complaints regarding adherence to the Open Meeting Policy should be addressed to the chief officer of the governing unit.

January 31, 1981

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APPENDIX C

Excerpts from Board Responses Regarding the "Open Lists" Question

The following excerpts were a part of the message concerning open lists that was sent to Council from Janet Swan Hill (Task Force Chair) on 2/20/2008

FROM ALCTS:

" In-person, face-to-face discussions and online discussions may both be free-ranging and can easily touch on a variety of topics, both general and sensitive, inter-changeably. However, in the face-to-face environment, it is possible to quickly and easily interrupt or postpone discussion, whereas in an online forum the visual cues that face-to-face discourse provides are lacking. Participants in online forums need to be confident that, if a discussion includes sensitive topics, the discussion will remain private and confidential. In the electronic environment, with a discussion list that is open to all, that security is impossible to guarantee.

The Executive Committee evaluated the suggestion that committees maintain two discussion lists: one for discussion of non-sensitive topics and a second list for sensitive matters. We concluded that such an arrangement would be a totally unwieldy. Rather than facilitating free discussion, it would stifle discussion, since sensitive and non-sensitive matters could easily be intermixed in the course of a single exchange. Such a plan would impede committee work and make it more difficult and labor-intensive to carry out the business of the association.

The online discussion lists often deal with topics, while not sensitive per se, that explore ideas or plans in a formative stage of development. If online committee discussions are open, the risk exists that these emerging ideas would be publically discussed before they had been thoroughly vetted.

This is a very worrisome prospect.

Face-to-face communication and online communication occur in two totally different environments and the etiquette of the former is not transferable to the latter.

FROM ACRL:

- What were the problems/issues that precipitated the need and/or requests for open lists?
- Does the proposal to open up discussion lists "fix" any of these identified problems?
- Board discussions on a list are fluid with many ideas shared before decisions are reached. Having these thoughts open throughout the process prior to closure for all to see may be counterproductive.
- Board discussions may involve confidential issues relating to –among other things individual members, vendors, money and -for ACRL -real estate. This would cause parts of discussions to be moved off the list or risk the possibility of accidentally sharing sensitive information with anyone reading the list.
- Technical issues of managing numerous discussion lists with potentially large numbers of members seem daunting given ACRL's current infrastructure.
- Imposing an open list policy may drive certain ACRL sections to consider alternative means of communicating without using ALA run software.
- There needs to be a distinction drawn between synchronous (meetings) and asynchronous (email discussions) communications being open for anyone to read.

- Members of committees/boards may temper comments if they feel that they may be misconstrued or taken out-of-context by those reading the discussions.
- A resolution that would ask that all the majority of ALA lists be "read only" is unenforceable

There are certain discussion lists where list members may not be forthright in their comments and discussions if they knew that there were those lurking out there that might be privy to the discussion list, for example, heads of human resources, collection development librarians reviewing new products, divisions brainstorming a business strategy, etc. It might lead to discussions occurring off-list.

Lastly, any policy or resolution that would dictate whether lists that would be read only to any ALA member is difficult if not impossible to enforce. Although ALA might have the technology where any member could sign up for a list, it doesn't prevent lists potentially being moved off of ALA servers or having off-line discussions taking place. Again, implementing policies that can't be enforced is not good business practice.

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Appendix D

COO Response to the Task Force on Electronic Member Participation on the elimination of non-voting virtual members and the addition of voting e-members.

COO supports the move to incorporate electronic participation more fully into the make up and work of ALA committees. Making our current virtual members, who participate by electronic means but have no vote, regular voting members of committees opens full participation to those who cannot be present physically for conferences. In ending the current non-voting virtual member category which has never gained widespread use, ALA stops treating virtual members as second level participants. This seems desirable and should encourage greater involvement of our members in the work of the association. We can look forward to the day when designation by means of participation will not need to be an important consideration. While it is still important for members to congregate on a regular basis to discuss issues of concern, it is also important to broaden participation in new ways that are becoming integral to society. Social networking on all levels is increasingly becoming a lifestyle choice and a key tool, both at home and work for many people.

This move does raise issues of transition, function, and definitions. A time line for converting our current virtual members to full voting e-members needs to be developed. If e-members are henceforth voting members of the committee, then they will need to be considered in the total committee membership when determining a quorum. To not include them creates a situation where they are not counted even though they can vote. This puts the committee in the position of both counting them in the quorum (when they might attend a meeting or they vote electronically) and not counting them when they aren't in attendance. Since ALA follows Sturgis, unless the Bylaws or Constitution explicitly indicate a difference, Sturgis indicates that "a committee or a board requires a majority of its members for a quorum." A committee can meet without a quorum, can hear reports and discuss issues, but it may not vote on any actions. However, committees are already authorized to conduct votes "by mail, electronic system, or conference call, provided that all members are canvassed simultaneously" While all members need to be notified simultaneously, they do not need to vote at the same moment. The committee can set a time limit for the completion of the vote, however a two-thirds affirmative vote of a quorum of the body is necessary to pass the resolution." (ALA Bylaws Article VIII, Sec. 8)

It would behoove ALA to be both nimble and flexible when setting up the operating size and method of operation for committees. Some committees can accomplish nearly all of their work electronically. Others may be able to work electronically but need to meet physically to take testimony, receive timely business from other committees, or to discuss and debate important issues. Perhaps, we need to fine tune the committee composition and appointment process to include a real snapshot of each committee and what its needs are in terms of e-members vs. in person members. We assume that all members will be able to participate electronically, but that certain members (our designated e-members) will not be required to participate in person although they would have the option to do that as well. Some committees may want to explore real time remote participation by e-members at meetings held at conferences, or real time virtual meetings held at other times of the year. ALA is already testing collaborative virtual workspace for ALA committees through Drupal. Both the seamless and effective nature of the method of delivery and the cost to the association are factors that would play a major role in how a committee conducted its business. If ALA establishes electronic meeting rooms, then the virtual infrastructure costs should become part of the overhead

costs for conducting the business of the association and thus not involve added costs for members to participate. COO could establish e-member levels for each committee initially as part of the composition. From there, immediate past and current committee chairs, ALA EB Liaisons, the two ALA committees that deal with appointments, and the ALA President-elect can certainly make recommendations and tailor appointments to create a workable ratio of regular and e-members on each committee even if all of the members have voting rights. It only takes half of the total membership plus one to constitute a working quorum. It has even been suggested that a committee could have X number of e-members and that the total membership under the guidance of the chair, trade these slots as needed to accomplish the work of the committee.

Since e-members would be full members of the committee then their appointment would count as one of the three appointments allowed under current ALA policy.

The option to participate actively as an e-member of an ALA committee needs to be publicized during the committee volunteer process. ALA presidents have been very receptive to those who indicate their interest by completing the Committee Volunteer form. As part of that process, members can indicate which participation option they would be able to honor.

Since we are in a constantly evolving virtual world, we need to come up with a hybrid system that allows for a sliding scale of face-to-face and electronic asynchronous and synchronous participation methods that will serve the needs of each committee as communication methods change. The needs of each committee as they tackle their work in support of ALA's goals and mission should be the determining factor in deciding method-of-participation numbers and processes. There are economic barriers for our members in being able to physically attend our meetings, but there are also economic barriers for ALA to provide seamless, real time remote participation in face-to-face meetings for all those who might desire or need it.

Whatever system we set up to enable electronic participation, ALA's Open Meeting Policy needs to be considered. It would be an ultimate irony if we opened the door to greater membership participation by electronic means and at the same time constructed barriers for the membership at large to be able to "look through the window" and monitor the proceedings of the organization. After all, access is an ALA Core Value. Certainly we can make resolutions and reports available through electronic postings for all members to see for a specified time before a final committee vote is taken. This could ultimately become a huge SharePoint site with sections for every ALA unit and committee to hold electronic "conversations" and post documents viewable by all ALA members.

It has been suggested that if ALA would experiment with electronic meeting methods in the operation of ALA Council then issues of quorum and voting and other factors that might affect electronic participation could be addressed which would then expand and sharpen our understanding of the issues and implications of other "meeting" settings.

Clearly, ALA membership expects the organization to move forward quickly to use electronic methods to expand access for members to play a role in governance. The TFOEMP seems poised and eager to start the process, even though the process by its very nature will need to be evolutionary rather than revolutionary.

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APPENDIX E

For convenience during floor discussion, this appendix includes the text only of all TFOEMP recommendations. For details about relationship to other recommendations, referral to BARC, priority, and discussion, refer to full presentation in section 8.

❖ **RECOMMENDATION 1: CD # 35.1**

Encourage all units of the Association to engage in active experimentation with providing electronic access to non-governance activities. Non-governance activities include such things as conferences, pre-conferences, programs, major addresses, awards ceremonies, and other sessions during which official Association business is not conducted. Experimentation should be with regard both to types of access provided, and to fiscal models for supporting such access. To assist in evaluation, information about participation, satisfaction, actual cost, overhead, etc. should be kept and analyzed, and shared with the Budget Analysis and Review Committee.

RECOMMENDATION 2: CD #35.2

Adopt a new interpretation of Policy 7.4.4 (Open Meetings) as follows:

Interpretation of the Policy on Open Meetings (7.4.4)

The policy on Open Meetings, 7.4.4., reads as follows:

“All meetings of the American Library Association and its units are open to all members and to members of the press. Registration requirements apply. Closed meetings may be held only for the discussion of matters affecting the privacy of individuals or institutions.”

The primary purpose of the policy on Open Meetings is to facilitate transparency of Association governance. No member should ever feel that there are Association related decisions made where he or she was prevented from finding information, raising concerns or expressing opinion. Meetings of the Association’s committees and boards held at its Midwinter Meeting and Annual Conference are in general open to all interested members and members of the press who choose to attend. It should be noted that attendance at meetings is only one of many ways of finding out about the work of the Association. The work and decisions of the Association and its Units are made available through a variety of means, including publications, Websites, etc.

The American Library Association is a national educational association with an organizational pattern of units and sub-units with distributed responsibility for the conduct and accomplishment of its business. As a membership association, its structure, procedures, and actions do not parallel public or governmental bodies.

In support of its goal of promoting and improving library service and librarianship, the ALA conducts activities such as: developing standards; accrediting library school programs; granting scholarships, awards, and other recognitions; developing and conducting continuing education programs; publishing monographs and periodicals; reviewing and recommending publication; publicizing library needs and services; recommending legislation; providing

advisory assistance; conducting many other projects and programs related to the development or improvement of library services.

Many of these activities require discussion by a planning or evaluating group, and an assessment of individual or institutional achievement. Questions have been raised concerning the manner in which the Open Meeting Policy relates to ALA activities.

In implementing the above policy, the following general concepts should be kept in mind:

- Personnel assessment areas in Association activities should be structured so that no individual's right to privacy will be abridged or endangered.
- Discussions of confidential information regarding an institution should not abridge the institution's right to privacy.
- Information regarding individuals and institutions may be considered by the individual or institution to be confidential or highly sensitive (private) at one date, but public information at a later date; the Association may need to take timing into account in identifying specific matters of privacy.
- ALA members and other interested persons should be encouraged to attend meetings where business is conducted; closed meeting should be planned only when they are essential to protect privacy.

Matters affecting the privacy of individuals or institutions call for a meeting or a portion of a meeting to be closed to all except members of the body holding the meeting, and invited attendees. Matters calling for a closed session include (but are not limited to) such areas as:

- Deliberations concerning the performance of personal members, or institutions, or paid staff of the ALA and its units.
- Deliberations concerning professional achievements, contributions and qualification of members being considered for office.
- Deliberations concerning the qualifications of individuals or institutions being considered for grants, scholarships or similar recognition.
- Deliberations concerning the ability of an institution to meet published criteria or standards.
- Deliberations concerning contractual matters, and matters with legal or financial implications for individuals or institutions.
- Deliberations concerning awards to individuals for achievement and/or creative works.
- Deliberations concerning awards to institutions or organizations.

Much of the work of the Association is accomplished during meetings held as part of the Midwinter Meeting and Annual Conference. These meetings are listed in the official conference program and are open to all conference attendees who are physically present, except under circumstances such as those identified above. Meetings, all of which are closed, are identified as such in the conference or meeting program. Many of the Association's

committees and boards find it necessary and efficient also to schedule meetings outside of Midwinter Meeting and Annual Conference. These meetings may be held face to face, by telephone, or by electronic means. Costs and logistics may prevent ALA from enabling universal access to these meetings. Individuals interested in attending any of these outside of conference meetings, either physically or virtually, should contact the appropriate chair to express interest in attending. If attendance can be accommodated, a fee may be charged to cover the cost of enabling it.

It is the responsibility of the chair of each committee, board, etc. to insure that the spirit of the open meeting policy is enforced, to identify in advance of a meeting any need to close a portion of it, and to make that fact known in advance. Notwithstanding the requirement to identify the need for closed discussion in advance, it is recognized that matters may arise in the course of a meeting that necessitate closing a portion of a meeting.

No matters other than those requiring protection of privacy may be discussed during a closed portion of a meeting. All actions taken in closed session must be reported to the membership of the parent unit and made public at the earliest possible time after the closed session.

Although a unit's workload may be such that some of its business must be conducted through meetings held outside of Annual Conference and Midwinter Meeting, in accordance with Policy 7.4.2, notice of such meetings must be announced ten days prior to the meeting and the results of the meeting must be made public no fewer than 30 days after the meeting's conclusion.

Questions regarding adherence to the Open Meeting Policy should be addressed to the chief officer of the governing unit.

January 31, 1981; revised January xx, 2009

❖ **RECOMMENDATION 3: CD #35.3**

Adopt the following policy addressing the openness of between-meeting activities of committees and boards.

Policy on Open Activities, # TBD

All activities of the committees, boards, etc. of the American Library Association and its units should be conducted as openly as is feasible. Therefore, it shall be the policy of the American Library Association that all governance related activities, sponsored by the ALA or one of its units, taking place outside of official meetings should be accessible to the membership of the sponsoring body.

As with ALA's Open Meetings Policy, #7.4.4, the primary purpose of the policy on Open Activities is to facilitate transparency of the Association's governance. The policy is intended to cover all activities of committees, boards, etc. of the Association and its units that take place between the meetings held at the Midwinter Meeting and Annual Conference and other official meetings scheduled between conferences. Activities such as communications, mailings, emails, discussion lists, blogs, etc. which do not meet the definition of a meeting, ALA Policy, #7.4.1, are examples of activities covered by this policy

Exceptions to this Open Activity Policy are permissible for committees, boards, etc. whose discussions frequently touch on matters of privacy regarding individuals, institutions, and/or

organizations, or where, in the opinion of the body, its work would be hindered by open member accessibility to discussions.

❖ **RECOMMENDATION 4: CD #35.4**

Eliminate Policy 6.16 (Virtual Members). In its place, enable appointment of full committee members who may attend meetings virtually only. Make no new committee appointments or reappointments to ALA-level committees under Policy 6.16 after January, 2009, and COO should not authorize addition of ALA-level committee members under Policy 6.16 after January, 2009. (Implementation of this recommendation requires revisions to Policy 4.5 (contained in Recommendation 5, CD #35.5)). In preparation for implementation of this recommendation, charge the new task force described in CDE #35.16 to make recommendations concerning issues such as appointment procedures, limitation to proportion of "e-participating" members on a committee; establishment of quorum, and any other measures specifically dealt with by Policy 6.16. The new task force should also address issues such as the extent of the Association's responsibility to provide electronic access for committee members to meetings of their committee, and the responsibility of those participating electronically to support their own access to meetings. Additionally, the new task force should consider whether a separate policy, specifically authorizing the appointment of committee members whose attendance will be electronic only needs to be written, or if revision of 4.5 is sufficient. If a separate policy or additional change to existing policy is needed, the new task force should write it.

❖ **RECOMMENDATION 5: CD #35.5**

5. *Revise Policy 4.5 (Requirements for Committee Service) as follows:*

4.5 Requirements for Committee Service

4.5.1 Membership. Except as specifically authorized, members of all ALA and unit committees, task forces, and similar bodies must be members in good standing of the group's parent organization.

4.5.2 Participation. Members of all ALA and unit committees, task forces, and similar bodies are expected to participate in the work of the group. Participation includes both attendance at synchronous meetings scheduled in conjunction with the Midwinter Meeting or Annual Conference or at other times during the year, as well as contributions through asynchronous communication methods that may be utilized by the group outside of formal meetings. Attendance at meetings may be in person, or through other means that enable synchronous communication.

4.5.3 Provision of explanation of absences. Members of all ALA and unit committees, task forces, and similar bodies are expected to provide explanation of their absences and/or inability to participate to the committee chair or unit secretary. Failure to provide adequate explanation of absences from two consecutive synchronous meetings or to participate otherwise in the work of the committee constitutes grounds for removal, upon request of the chair and approval of the appropriate appointing official or governing board.

❖ **RECOMMENDATION 6: CD #35.6**

Request that the Executive Director evaluate the ease, expense, and serviceability of various options to enable electronic participation in meetings that are at least partly face-to-face, and to provide guidance and instructions for committee chairs and members so that e-participation is made

possible. Guidance and instructions should be reviewed and if necessary updated at least annually, to keep current with newly-available or changed options.

❖ **RECOMMENDATION 7: CD #35.7**

Implement on an experimental basis some means of providing electronic access to Council activities in a timely manner. Such implementation constitutes a follow up on CD #59, "A Resolution on Expanding Council Transparency", passed at the Annual Conference, 2008. Implementation should take place no later than Annual Conference, 2009. Care should be taken that the means chosen provides access to all members, or that alternative means can be provided if necessary (e.g. if an audio podcast is provided, some means of access for the hearing impaired should also be investigated). BARC should be consulted in evaluating feasibility of possible mechanisms, and should be involved in the evaluation of the success of the experimental implementation. The success of the means chosen should be tracked and evaluated not only in terms of cost, but also considering ease of use by members, interest among the membership, and intangibles such as perception of openness, effectiveness, etc.

❖ **RECOMMENDATION 8: CD #35.8**

Once the Open Meetings Policy has been newly interpreted (see recommendation 2, CD #35.2), and CD#59 (see recommendation 7, CD #35.7) has been implemented, encourage all units of the Association to engage in active experimentation with providing electronic access to other governance activities where such access would not violate existing policy. Governance activities would include such meetings as business meetings of divisions and roundtables, meetings of committees, task forces, forums and assemblies where business may be conducted, etc. Experimentation should be with regard both to types of access provided, and to fiscal models for supporting such access. To assist in evaluation, information about participation, satisfaction, actual cost, overhead, etc. should be kept and analyzed, and shared with the Budget Analysis and Review Committee.

❖ **RECOMMENDATION 9: CD #35.9**

Request that the ALA Executive Director investigate possible means by which Council Members who are unable to attend Council meetings in person might participate in live discussions and vote electronically. Cost implications of such innovations should be identified. The Executive Director should work with BARC as he identifies and considers cost implications. A report on findings should be delivered to Council by the Annual Conference, 2009.

❖ **RECOMMENDATION 10: CD #35.10**

Charge the new task force described in CDE #35.16 to develop an Association position and policy statement regarding Online Communities. This new task force should consider such matters as: the importance of providing Online Communities to members; overlap with other mechanisms for forming different kinds of online affinity groups; appropriateness of Association hosting; and relationship to ALA-hosted discussion lists for committees. The policy statement should cover such matters as: the purpose of communities of interest; the appropriateness of Association support for such communities; the rights and obligations of members participating, etc.

❖ **RECOMMENDATION 11: CD #35.11**

Request that the ALA Executive Director investigate the feasibility of enabling votes of Council between Midwinter and Annual meetings. Investigation should cover possible means of carrying out such voting, as well as whether a provision similar to ALA Bylaws, Article VIII, Section 8, which

authorizes electronic voting by committees should be written as a new section in ALA Bylaws, Article IV. Also to be considered are the parliamentary implications of such voting, what constitutes "being canvassed simultaneously," the fiscal implications of "mid-term" voting, and the impact that such an ability might have on the activities and role of the Executive Board vis-a-vis Council. BARC should be involved in any consideration of the fiscal implications of this capability.

❖ **RECOMMENDATION 12: CD #35.12**

Revise and clarify ALA Bylaws, Article VIII, Section 8, concerning mail or e-mail ballots. The current text, which was originally written for the Executive Board, and then extended to committees, should be revised to cover all boards and committees at all levels of the Association. Clarify what "canvassed simultaneously" means (for example, if a question is put to a committee on its discussion list, is that "canvassing simultaneously?") Clarify the second sentence by adding: "for passage of any measure voted on by these means." This issue has been referred to Constitution and Bylaws, and the TF would be pleased to defer this recommendation and to consider it in conjunction with the Constitution and Bylaws report.

❖ **RECOMMENDATION 13: CD #35.13**

Revise ALA Bylaws, Article X, concerning notices and voting by mail to make it clear that this article refers only to votes of the entire membership. This issue has been referred to Constitution and Bylaws, and the TF would be pleased to defer this recommendation and to consider it in conjunction with the Constitution and Bylaws report.

❖ **RECOMMENDATION 14: CD #35.14**

Request the Executive Director to devise and implement a plan whereby member volunteers can be effectively informed of ALA policies regarding the conduct of ALA business, including the Open Meetings Policy; the definition of a meeting; how votes may be taken; the organizational bias toward openness of Association business, including that conducted between official meetings.

❖ **RECOMMENDATION 15: CD #35.15**

❖
Charge the task force described in Recommendation Last, CD #35.last, to (1) survey the Association membership and leadership regarding interest in electronic participation in Association programming and governance, and (2) to develop a framework for prioritization of efforts aimed at increasing electronic participation in Association governance and programming, and to report to Council, no later than the Annual Meeting, 2010.

❖ **RECOMMENDATION 16: CD #35.16**

Appoint a new task force to address those matters identified in 35.4, 35.10 and 35.15. In order to accomplish these matters in a timely fashion, the new task force should be large enough to enable formation of subgroups addressing the discrete tasks. In order to assure continuity and to build upon the progress of the current TFOEMP, the new Task Force should include at least a near-majority of members of TFOEMP, plus representatives from the Budget Analysis and Review Committee (BARC), and the Committee on Organization (COO), as well as at least one individual who has recently served as an appointing authority for ALA or one of its divisions or roundtables. The charge should be to (1) Develop an implementation plan for elimination of Virtual Members as described in CD 35.4 (2) Develop an Association position and policy statement regarding Online Communities; (3) Develop a framework for prioritization of efforts aimed at increasing electronic participation in Association governance and programming; (4) Bring to Council any other related

issues. (5) Complete any other work left unfinished by TFOEMP. The new task force should bring these documents to Council no later than the Midwinter, 2010 meetings.