

**EBD#10.12/CD#40.1
2021-2022**

To: ALA Executive Board and ALA Council

Re: Operating Agreement Work Group Final Report and Recommendations

DATE: June 17, 2022

ACTION REQUESTED/INFORMATION/REPORT: This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council.

CONTACT PERSON:

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Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION:

- 1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 2) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

BACKGROUND:

<https://operatingagreement.ala.org/>

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020 with an extension to continue the work through June 2022. For nearly two years, the Work Group has met with a variety of member leaders through Division, PBA, Council, BARC, F&A, and the Executive Board. These meetings complemented thoughtful and lively discussions within the Work Group. The Work Group is presenting their final report with specific recommendations for next steps.

The Work Group has drafted for consideration a revised policy to outline the relationship between ALA and Divisions. The draft separates policy from practice and creates a clearer understanding of the interdependencies and strengths of the ALA structure. The Work Group is recommending the following actions:

- 1) Revise the current Operating Agreement policy to focus only on policy.
 - a. Update the language for a united ALA organization to achieve its mission while appreciating the specialization and expertise that Divisions bring to the Association.
 - b. Remove redundant sections from the policy such as “values” that are articulated in other ALA policies.

- c. Remove language with outdated historical context and staff organizational structure.
 - d. Remove practices and procedures from the policy and place within appropriate operational practices and internal ALA processes.
 - e. Remove references to Divisional “Net Asset Balances” and place within the appropriate operational practices and internal ALA processes.
 - f. Remove references to “overhead” from the policy and build within the practice a funding strategy for financing shared and member value services.
- 2) Revise the [Operational Practices](#) to outline how various aspects of the Policy are to be implemented.
- a. Develop a new budget process that is clear, consistent, collaborative, and employs strong communication throughout the Association.
 - b. Eliminate the internal transfer of Division funds referred to as “overhead” to develop a new process for funding shared operational and member valued services through a new budget process.
 - c. Consider a budget process for RoundTables and some ALA units who internally transfer funds as “overhead” to determine if this practice should continue or if a new budget process manages these expenses.
 - d. Determine a strategy that addresses the historical Net Asset Balances as a new budget process is developed.
 - e. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment.
 - f. Develop accountability measures that review and ensure quality shared services.

Motions:

- 4) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 5) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 6) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

The following individuals diligently served on and/or supported the Work Group:

Maggie Farrell, Andrew Pace, Clara Bohrer, Diane Chen, Sophia Sotilleo, Miranda Bennett, Christine Dulaney, Clara Harmon, Wanda Brown, Peter Hepburn, Tammy Dillard Steels, Kara Malenfant, Kerry Ward, Lorelle Swader, Denise Moritz, Dina Tsourdinis, Melissa Walling, Kathi Kromer, Keith Brown, Marsha Burgess, and Holly Robison.

Attachments:

- Recommended Policy (clean copy)
- Current Policy
- Current Policy with Track Recommended Changes

A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1) DRAFT REVISION BY OPERATING AGREEMENT WORK GROUP, June 2022

A.4.3.4.2 Preamble

The American Library Association (ALA) is one association, governed by one Council, from which its Executive Board is elected. ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of the Executive Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions are inextricably interrelated in overall mission, structure, personnel, resources, and operations. All members of Divisions first join ALA in support of general interest in libraries and librarianship. Their decision to become Division members is an indication of their special interests, thus the commitment of Divisions to serve those special interests.

By this commitment, expressed in an array of services germane to their mission statements, the Divisions serve the American Library Association as a whole. ALA looks to the Divisions as the subject matter experts in their respective mission areas and tangibly recognizes the importance of Divisions by providing for operational needs, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the specialization that Divisions bring to ALA, as well as the value of shared services provided by ALA. The specialties and focus on their members that Divisions provide are of tremendous value to the Association, just as ALA's shared mission and values are of value to the entire membership.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and set policy (ALA Bylaws, Article IV Section 2c; ALA Policy A.4.2.3)
- Negotiation of performance objectives of Division Executive Directors (ALA Bylaws, Article VI; ALA Policy A.4.3.4.8)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association
- Staff and volunteer representation on Association-wide bodies
- Participation in the strategic planning and budgeting process

In sum, this document is designed to serve as a cooperative framework in which the Divisions can focus on their valued contributions to ALA and their members while ensuring the long-term success of a unified Association.

A.4.3.4.3 Purpose, Implementation, and Review Process

A. *Purpose*

The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and responsibility in developing programs and services that meet the needs of their members. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council.

B. *Implementation*

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

[Operational Practices](#): Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the [Operational Practices](#) for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

C. *Review Process*

To make this Agreement responsive to the needs of the Association, this policy shall be reviewed as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. Interim changes may be recommended by ALA Leadership (Executive Board, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.

Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programs of ALA and the Divisions.

Roles of Key Parties to the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to the Operating Agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.
- Division Executive Directors: identify problem areas and issues and work with ALA management and Division Boards to explore problems and solutions.

A.4.3.4.4 Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ALA Divisions must be housed in properties owned or leased by the Association.

A.4.3.4.5 Financial

Divisions are governed by prevailing ALA fiscal policies and procedures related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

A. Shared Services and Expenses

The fiscal arrangements between ALA and its membership Divisions can be categorized in four ways—shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

1. Shared Administrative and Operational Expenses
 - a. Award promotion
 - b. Communications and media
 - c. Executive Office and Governance
 - d. Financial and Accounting Services
 - e. Human Resources
 - f. Legal services
 - g. Library & information resources and archive services
 - h. Member Services (e.g., ALA Annual Conference travel, equipment, supplies, services, and space; customer services; and other services as defined in the Operational Practices.)
 - i. Publishing and intellectual property (IP) services (e.g., copyright, rights, and permission services)
 - j. Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)
2. Shared Member Value and Mission-based Expenses
 - a. ALA Development
 - b. Accreditation
 - c. Center for the Future of Libraries

- d. Chapter Relations
 - e. Data, Research & Design
 - f. Diversity, Literacy, and Outreach Services
 - g. Human Resource Development
 - h. Intellectual Freedom
 - i. International Relations
 - j. Public Policy & Advocacy
 - k. Public Programs
3. Division Expenses
- a. Division personnel compensation
 - b. Projects and activities of the Divisions except as specified in this agreement
 - c. Membership group support (governance: boards, committees, etc.)
 - d. Divisions may purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.
4. Direct Cost Services
- Divisions will pay directly for specialized services as defined in Operational Practices.

B. *Net Asset Balances*

ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build or maintain separate net asset balances.

C. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source, including historical net asset balances or budgeted revenue that exceeds expenses, once ALA's liquidity position and budget can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy A.6.5.1.

Net asset transfers by the Divisions to the Endowment Fund will be reviewed and approved as part of the budget process and after review of ALA's liquidity position to determine sufficient cash balances to support the transfer.

D. *Division Budget Process and Review*

The ALA budget process is codified in [Operational Practices](#) and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility

for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members.

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

F. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

A.4.3.4.6 Publishing Activities

The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most

needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication(s), should be offered to ALA Publishing & Media for first consideration. A Division may pursue other publishing opportunities if considerations such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their publications.

A Division may purchase production services from ALA's central production services team, part of ALA Publishing & Media and the Governance Office.

ALA Publishing & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing & Media on royalties and other variables of publishing.

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of recordings of a Division's conference programs. Divisions have the right to record and market recordings of Division pre-conferences, programs at ALA Annual Conferences that ALA chooses not to record, and at Division national and regional conferences and meetings.

A.4.3.4.7 Personnel

All ALA personnel are responsible to the ALA Executive Director and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the membership of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves in a senior professional position and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designees.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, the ALA Executive Director, Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ALA Management that has responsibility for evaluating the performance of Division Executive Directors. The ALA Executive Director or Department Head shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

A.4.3.4.8 Division National Conferences, Pre-conferences, and Related Activities

Divisions may conduct pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and LibLearnX Meeting in order "to view and explore areas of Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional

chapters and the proposed Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters and Divisions.

A.4.3.4.9 Conference Programming

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section A.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

A.4.3.4.10 Special Projects of Divisions

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

A.4.3.4.11 Planning

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. Divisions have the responsibility to develop and implement a planning process to guide their programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.

*A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions
(Old Number 6.4.1)*

1. *Preamble* The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions. Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (ALA Policy 6.4.1 VII)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

2. Current Organizational Values of ALA

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

1. Unity

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

2. Diversity

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

3. Authority

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of

the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

3. *Purpose, Scope, Implementation, Review Process, and Definitions*

1. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

2. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

3. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by

BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.

- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.

Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

4. *Definitions*

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues

contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *ALA Basic Services*: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/ administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.
- *Division Basic Services*: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead*:
 1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
 2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

4. Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

1. *Dues*

Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA [Bylaws, Article I, Section 2](#); [Article VI, Section 6](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA [Bylaws, Article I, Section 2 A.7](#))

2. *Council Actions with Fiscal Implications*

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

3. *Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:

1. Staff Support Services Department

- Office space and related services
- Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
- Distribution services
- Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
- Equipment maintenance on equipment supplied by ALA

- Personnel services
- Purchasing
- Data processing (as defined in an Operational Practice)
- Storage and warehouse space

2. Member Programs and Services and Communications

Departments

- Conference Arrangements, including:
 - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
 - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
 - Exhibit space at Annual Conference
- Membership services
- Public information services, including the preparation and distribution of news releases

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

7. Office for Intellectual Freedom

8. Office for Literacy and Outreach Services

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

1. Staff Support Services

- Specialized data processing, as defined in an Operational Practice
- Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
- Printing and duplication, as defined in an Operational Practice
- Telephone services not specified in V.C.1.a., as defined in an Operational Practice
- Postage for special mailings, as defined in an Operational Agreement

2. Fiscal Services

- Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
- Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
 - registration fees
 - exhibit space rental
 - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
 - 50% of the ALA composite rate in 1991 and 1992
 - 75% of the ALA composite rate in 1993
 - 100% of the ALA composite rate in 1994)
- Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
 - net sales of materials
 - subscriptions

- advertising except in those publications which are provided to Division members as a perquisite of membership
- other miscellaneous fees
- Overhead will not be assessed on revenues from:
 - dues
 - donations
 - interest income
 - ALA royalties to Divisions
 - travel expense reimbursements from outside organizations
 - separately-ticketed events at conferences (e.g., tours and meal functions)
 - advertising in those publications which are provided to Division members as a perquisite of membership

3. Publishing

- Subscription and order billing services
 - Central production services
 - Marketing services
3. ALA and the Divisions share the costs of the following:
- Division Leadership Enhancement Program
 - Awards promotion
4. Divisions assume total responsibility for the following costs:
- Division personnel compensation
 - Projects and activities of the Divisions except as specified in this agreement
 - Membership group support (governance - boards, committees, etc.)
 - Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.
5. Divisions may:
Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

4. *Fund Balances*

1. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
2. Divisions will not receive interest on fund balances or deferred revenue.

5. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

6. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

1. Above the capitalization limit:
 1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
 2. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
2. Below the capitalization level, Division have the authority to purchase equipment outright.

7. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

8. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is

not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

9. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

10. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

6. *Publishing Activities*

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.

A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division preconferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

7. Personnel

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees. Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has

delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

8. Division National Conferences, Preconferences, and Related Activities

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

9. Annual Conference and Midwinter Meeting

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

10. Special Projects of Divisions

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals

and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

11. Planning

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

A.4.3.4.2 Preamble

~~1-~~ The American Library Association (ALA) is ~~unique among American associations in the manner in which it is structured. It is~~ one association, ~~with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is~~ governed by one Council, from which its Executive Board is elected, ~~and~~ ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of ~~that the Executive~~ Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

~~It is also the home for eleven Divisions, each of which has:~~

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions ~~and all other units of ALA~~ are inextricably interrelated in overall mission, structure, personnel, resources, ~~overall mission~~, and operations. All members of Divisions ~~are first~~ members join ALA in support of ALA's general interest in libraries and librarianship. Their ~~voluntary selection of decision to become~~ Division membership members is an indication of their special interests, ~~in addition to their general concern for libraries and librarianship, and it demands~~ thus the commitment of ~~the~~ Divisions to serve those special interests.

By this commitment, expressed in ~~publications, conference programming, advisory an array of services, and other educational activities~~ germane to their mission statements, the Divisions serve the American Library Association as a whole. ~~By supporting Division operations through~~ ALA looks to the provision of space ~~Divisions as the subject matter experts in their respective mission areas and services, ALA gives tangible evidence of its recognition of~~ tangibly recognizes the importance of Divisions ~~in meeting the by providing for operational needs of its members, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.~~

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in ~~all~~ relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between specialization that Divisions ~~and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness bring to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.~~

~~These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA/ALA, as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the shared services provided by ALA, The specialties and ALA focus on their members and units must recognize that Divisions provide are of tremendous value to ALA as a whole of the services provided by Divisions, the Association, just as ALA's shared mission and values are of value to the entire membership.~~

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA-Error! Hyperlink reference not valid.) Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and to set policy
 - ~~(ALA-Error! Hyperlink reference not valid.) Bylaws, Article IV Section 2c;~~ ALA Policy 5A.4.2.3)
- ~~Representation on the Planning and Budget Assembly (ALA-Error! Hyperlink reference not valid.)~~
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (
 - (ALA Bylaws, Article VI; ALA Policy ~~6A.4.1-VII~~3.4.8)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association-Representation
- Staff and volunteer representation on Association-wide bodies-including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the strategic planning and budgeting process-

In sum, this document is designed to continue serve as a cooperative framework in which the ~~inevitable questions of organizational relationships can be addressed and resolved.~~

~~2. Current Organizational Values of ALA—~~

~~This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.~~

~~1. Unity~~

~~ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.~~

~~2. Diversity~~

~~ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.~~

~~3. Authority~~

~~Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.~~

~~4. Autonomy~~

~~ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out can focus on their missions when valued contributions to ALA and their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions while ensuring the long-term success of a unified Association.~~

~~5. Collaboration/Cooperation~~

~~ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.~~

~~3. A.4.3.4.3 Purpose, Scope, Implementation, and Review Process, and Definitions—~~

~~-~~

~~1.A. Purpose and Scope~~

~~Divisions have~~The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and

responsibility; ~~however, the corporate and legal entity is the American Library Association in developing programs and services that meet the needs of their members.~~ Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution ~~and~~, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ~~ALA has other policies and procedures that govern the relationships with other organizational units.~~

2.B. Implementation

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division ~~executive directors.~~ Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

3.C. Review Process

To make this Agreement responsive to the needs of the Association, ~~this policy~~ shall be reviewed ~~on an annual basis~~ needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. ~~Changes~~ Interim changes may be recommended by ~~Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:~~

- ~~Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.~~
- ~~Midwinter Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.~~
- ~~Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.~~

~~Annual Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to ALA Leadership (Executive Board for action by Council, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.~~

- Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programprograms of ALA and ~~of~~ the Divisions.

Roles of Key Parties to ~~operating agreement~~the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the ~~operating agreement~~Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to ~~operating agreement~~the Operating Agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board. Division
 - Division Executive Directors: identify problem areas and issues and ~~review as appropriate work~~ with ALA management and Division Boards.
- ~~4. Definitions to explore problems~~
- ~~The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:~~solutions.
 - Policies: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.

- ~~Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.~~

A.4.3.4.4 Use of ALA Services

~~Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.~~

~~Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.~~

- ~~ALA Basic Services: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.~~
- ~~Division Basic Services: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.~~
- ~~Overhead:~~
 1. ~~Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue generating activities identified in this policy document.~~

~~2.—External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.~~

~~•—Fund Balance: Accumulated net revenue.~~

~~4. Use of ALA Services~~

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ~~Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives.~~ ALA Divisions must be housed in properties owned or leased by the Association.

5. A.4.3.4.5 Financial—

Divisions are governed by prevailing ALA fiscal policies and procedures: related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

~~1.—Dues~~

~~Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Error! Hyperlink reference not valid.;Error! Hyperlink reference not valid.)~~

~~Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA Error! Hyperlink reference not valid.)~~

~~2.—Council Actions with Fiscal Implications~~

~~Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)~~

3.A. Shared Services and ChargesExpenses

The fiscal arrangements between ALA and its membership Divisions ~~in regard to charges for services~~ can be categorized in ~~five~~four ways. ~~The five categories are defined below. Specific examples of the services in each category are given—~~shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

~~1. ALA provides to Divisions at no direct charge the following services of ALA Departments~~Shared Administrative and Offices:

~~1. Staff Support Services Department~~

- ~~Office space and related services~~
- ~~1. Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice~~Expenses
 - ~~Distribution services~~
 - ~~Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member~~
 - ~~Equipment maintenance on equipment supplied by ALA~~
 - ~~Personnel services~~
 - ~~Purchasing~~
 - ~~Data processing (as defined in an Operational Practice)~~
 - ~~Storage and warehouse space~~
- a. Member Programs and Services and Award promotion
- ~~2.b. Communications Departments and media~~
- c. Executive Office and Governance
- d. Financial and Accounting Services
- e. Human Resources
- f. Legal services
- g. Library & information resources and archive services
 - Member Services (e.g., ALA Annual Conference Arrangements, including:
 - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
- ~~h. Equipment (e.g., AV and computers including the cost of labor), equipment, supplies, services, and space for programs, meetings; customer services; and offices at the Midwinter Meeting and Annual Conference (other services as defined in an the Operational Practice) Practices.)~~
 - Exhibit space at Annual Conference
- Membership Publishing and intellectual property (IP) services

- i. Public information (e.g., copyright, rights, and permission services, including the preparation and distribution of news releases)

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

- j. Office Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)

2. Shared Member Value and Mission-based Expenses

a. ALA Development

b. Accreditation

7.a. Center for Intellectual Freedom

c. Office for the Future of Libraries

d. Chapter Relations

e. Data, Research & Design

8.f. Diversity, Literacy, and Outreach Services

g. Human Resource Development

h. Intellectual Freedom

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

~~1. Staff Support Services~~

- ~~• Specialized data processing, as defined in an Operational Practice~~
- ~~• Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control~~
- ~~• Printing and duplication, as defined in an Operational Practice~~
- ~~• Telephone services not specified in V.C.1.a., as defined in an Operational Practice~~
- ~~• Postage for special mailings, as defined in an Operational Agreement~~

~~2. Fiscal Services~~

- ~~• Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.~~
- ~~• Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:~~
 - ~~• registration fees~~
 - ~~• exhibit space rental~~
 - ~~• meal functions, except for separately ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:~~
 - ~~• 50% of the ALA composite rate in 1991 and 1992~~
 - ~~• 75% of the ALA composite rate in 1993~~
 - ~~• 100% of the ALA composite rate in 1994)~~
- ~~• Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:~~
 - ~~• net sales of materials~~
 - ~~• subscriptions~~
 - ~~• advertising except in those publications which are provided to Division members as a perquisite of membership~~
 - ~~• other miscellaneous fees~~
- ~~• Overhead will not be assessed on revenues from:~~
 - ~~• dues~~
 - ~~• donations~~

- ~~interest income~~
- ~~ALA royalties to Divisions~~
- ~~travel expense reimbursements from outside organizations~~
- ~~separately ticketed events at conferences (e.g., tours and meal functions)~~
- ~~advertising in those publications which are provided to Division members as a perquisite of membership~~

~~3. Publishing~~

- ~~Subscription and order billing services~~
- ~~Central production services~~
- ~~Marketing services~~

~~3. ALA and the Divisions share the costs of the following:~~

- ~~Division Leadership Enhancement Program~~
- ~~Awards promotion~~

~~4. Divisions assume total responsibility for the following costs:~~

- ~~i. International Relations~~
- ~~j. Public Policy & Advocacy~~
- ~~k. Public Programs~~

3. Division Expenses

- a. Division personnel compensation
- b. Projects and activities of the Divisions except as specified in this agreement
- c. Membership group support (governance—: boards, committees, etc.)
 - ~~Furnishings and equipment purchased by Divisions and over which they have sole control and use. See also Section IX, Annual Conference and Midwinter Meeting.~~

~~5. Divisions may:~~

- d. Purchase purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.

4. Fund Direct Cost Services

Divisions will pay directly for specialized services as defined in Operational Practices.

4-B. Net Asset Balances

~~1. ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build and/or maintain fund separate net asset balances appropriate to their needs. A fund balance is defined as accumulated net revenue.~~

~~2. Divisions will not receive interest on fund balances or deferred revenue.~~

~~5.C. Endowments~~

Divisions may establish endowments or add to existing Division endowments from any source, including ~~existing fund~~ historical net asset balances or budgeted revenue that exceeds expenses, ~~once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the ALA's liquidity position and budget review process and approved financial plan,~~ can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy. ~~The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.~~ A.6.5.1.

~~6. Furniture and Equipment~~

~~ALA will provide basic furniture and equipment to each regular Division staff member.~~

Net asset transfers by the Divisions to the Endowment Fund will retain sole control be reviewed and use approved as part of all furniture and equipment purchased with Division funds.

~~Divisions may acquire additional furniture and equipment in two ways:~~

~~1. Above the capitalization limit:~~

~~1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.~~

~~2. Divisions can purchase furniture and equipment through ALA budget request process by paying and after review of ALA's liquidity position to determine sufficient cash balances to support the scheduled depreciation, subject to ALA priorities and approval transfer.~~

~~2. Below the capitalization level, Division have the authority to purchase equipment outright.~~

~~7. D. Division Budget Process and Review~~

The ALA budget process is codified in Operational Practices and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions ~~also~~will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. Divisions with Small Revenue Bases/Number of Members

~~8. ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.~~

~~Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.~~

9. Association Finances

~~The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.~~

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

~~10.F.~~ Other

1. Credit and Collections

~~1.~~ Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)
To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

~~6.~~ **A.4.3.4.6 Publishing Activities**

~~The ALA Publishing Committee has the responsibility for control of the ALA imprint.~~

~~A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.~~

Materials prepared by a Division, for other than its own publication ~~must(s), should~~ be offered to ALA Publishing Services & Media for first consideration. A Division ~~has the right to accept or reject ALA's offer and may~~ pursue other publishing opportunities ~~if considerations~~

such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their periodicals-publications.

~~The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.~~

A Division may purchase production ~~and distribution~~ services from ALA's central production ~~unit. A Division may also purchase marketing services from the team, part of ALA Publishing Services Department & Media and the Governance Office.~~

ALA Publishing Services & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services & Media on royalties and other variables of publishing. ~~An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.~~

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market tapes recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes recordings of a Division's conference programs. Divisions have the right to record and market tapes recordings of Division preconferences programs at ALA Annual Conferences ~~which that~~ ALA chooses not to record, and at Division national ~~conferences~~ and regional institutes-conferences and meetings.

~~7.~~ A.4.3.4.7 Personnel—

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the membership of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves ~~as an ALA Program Director, in~~ a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff

members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director ~~and the Division Board~~ in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its ~~designates-designees~~.

Each ~~Division's~~Division's Board of Directors shall annually review the performance of the ~~Division's~~Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, ~~Associate~~the ALA Executive Director, ~~Member Programs and Services~~Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ~~the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the ALA Management that has~~ responsibility for evaluating the performance of Division Executive Directors. The ~~Associate~~ALA Executive Director, ~~Member Programs and Services, or Department Head~~ shall discuss the confidential report of the performance review with the ~~Division's~~Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

8. A.4.3.4.8 Division National Conferences, ~~Preconferences~~Pre-conferences, and Related Activities

-
Divisions may conduct ~~preconferences~~pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as ~~"non-business conferences removed in time and place from the American Library Association's Annual Conference"~~Conference and ~~Midwinter LibLearnX~~ Meeting in order ~~"to view and explore areas of divisional~~Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed

proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed ~~divisional~~[Divisional](#) conference, the ALA Executive Board shall make the decision in consultation with the chapters- [and Divisions](#).

~~Annual~~

A.4.3.4.9 Conference ~~and Midwinter Meeting~~—Programming

~~9.~~

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except [for](#) financial support for staffing and equipment as described in [ALA Policy A.4.3.4.5](#), Section ~~V-CA~~.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

A.4.3.4.10 Special Projects of Divisions—

~~10.~~

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding- [and may include grant overhead to support administrative and operational services](#).

A.4.3.4.11 Planning—

~~11.~~

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. ~~They~~[Divisions](#) have the responsibility to develop and implement a planning process to guide their ~~program~~[programs](#) and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the

priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ~~ALA's~~ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the ~~Division's~~Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.