



2018-2019 ALA CD#40.1_act
2019 ALA Midwinter Meeting

**Designing 21st Century Leadership and
Organizational Effectiveness
Remodeling Options**

January 2019

Project Charge

The charge is to develop and recommend strategies and tactics to create an ALA with the agility to respond to current challenges and opportunities, and to focus energy and resources on its mission and members in the decades to come. Ultimately, it is to design *a modern association for a modern profession.*

Project Scope

Areas in scope:

- Executive Board
- Council
- Relationships between all internal components of ALA (i.e. divisions, roundtables, membership initiative groups, committees)
- Relationship with chapters
- The relationship between the 501c3 and 501c6

Project Participation

Individuals representing the following perspectives have been participating in this project including representation on SCOE, participation in the remodeling summit and individual interviews.

- Chapter leaders
- Roundtable Leaders
- Ethnic affiliates
- Council Members
- New members / Spectrum scholars
- Staff
- Division Leaders
 - ALA, Divisions, Chapters
- Past leaders (past presidents)
- related companies
- Trustees
- Executive Board Members
- Library vendors
- Multiple library and information institution types

Project Guiding Principles

The following principles will guide our decision-making during the project.
(created September 2018)

The project **will**:

- Be transparent
- Look to the future
- Define critical words
- Focus on members and the field
- Be mission driven
- Reflect core values (equity, diversity, inclusion)
- Have no boundaries, set no limits
- Encourage open debate and vigorous discussion
- Move at consistent pace that builds progress
- Must take action (not just discuss)
- Contain regular assessments of progress and engagement
- Be effectively documented with opportunities to review
- Oblige participants to bring their perspective, not advocate for a group or defend a territory

The project **will not**:

- Hold on to the past
- Be top down
- Be combative
- Seek to reinforce existing structures and relationships

ALA Organizational Effectiveness

Steps and Timeline	
Design Session	August
Research / Internal Analysis	Sept/Oct
Remodeling Summit	October
Consolidation of Models and Refinement	Nov/Dec
Model Selection Input	Jan- Apr 2019
SCOE Review and Refinement	May 2019
Member Input / Further Refinement	May - June 2019
Presentation / Discussion of Next Steps	June 2019
Action Plan Presentation	TBD (Based upon scale of change)
Implementation Strategy	TBD (Based upon scale of change)

Remodeling Summit

October 30, 2018

The Following draft options are the result of a Remodeling Summit that was held on October 30, 2018. The results of the Summit represent the initial thinking of the steering committee and other invited participants.

The task force will continue to deliberate and refine the draft options.

The second meeting the remodeling summit group will be held in May.

Research Input

Over 30 qualitative research telephone interviews were conducted specifically for this project. Each telephone interview lasted approximately 30 minutes. Representatives from the following stakeholder groups were interviewed. In addition, input was compared to previously gathered material and summaries of past meetings. This summary provided essential context for the remodeling summit discussions.

- Chapter leaders
- Division and Round Table leaders
- Ethnic affiliates
- New members / Spectrum scholars
- Staff
- Past Presidents
- Library vendors
- Trustees
- Other leaders in the field

Research Themes – External Observations

Common themes across stakeholders:

- Libraries in all settings continue to transition from book repositories to information and community centers.
- Libraries and librarians will continue to provide a wide array of new and “nontraditional” services.
- Libraries continue to face funding challenges and identity/value challenges.

Research Themes – Internal Observations

Common themes across stakeholders:

- Advocacy on behalf of issues (privacy, access, free speech) is important to librarians and the core of ALA’s strength.
- The organization is too big, too fragmented and needs to focus on the changing demands placed upon all librarians.
- There is competition rather than collaboration.

Interviewee Suggestions

Telephone interviewees were asked for their thoughts on changes or models of the ideal ALA structure to support librarians in the future. The following suggestions from telephone interviewees are in random order.

- Focus on the needs of the industry rather than the needs of the organization.
- Create a future vision for librarians in order to align all organizations to the vision.
- Simplify the structure. It is too bureaucratic.
- The Council is too large, it should be smaller and focus on identifying the current and future needs of librarians in a rapidly changing environment.
- Leadership should agree to work on long-term programs. The President's annual initiatives distract from a consistent direction.
- The current nomination and election process does not foster inclusion. Rethink the leadership structure, nominations, election, etc.
- There is a need to build collaborations with outside, non-librarian groups (teachers, administrators, public leaders, etc.).
- Increase focus on community leadership development and community engagement.

The following observations are from Summit Participants. They helped bridge the external observations with the perspectives of individuals in the session.

ALA Governance - What is working well?

- Provides a voice for the library community
- Creates action
- There are a variety of volunteer opportunities
- Diverse perspectives are sought and have increased value
- Opportunity for public discourse and dialogue
- Opportunity for professional development and learning
- Culture of inclusion
- Opportunity to network with colleagues
- Opportunity to connect and interact with smaller communities within ALA
- Opportunity to contribute to focused projects, content areas, and specialty areas within the library profession

ALA Governance - What is *not* working well?

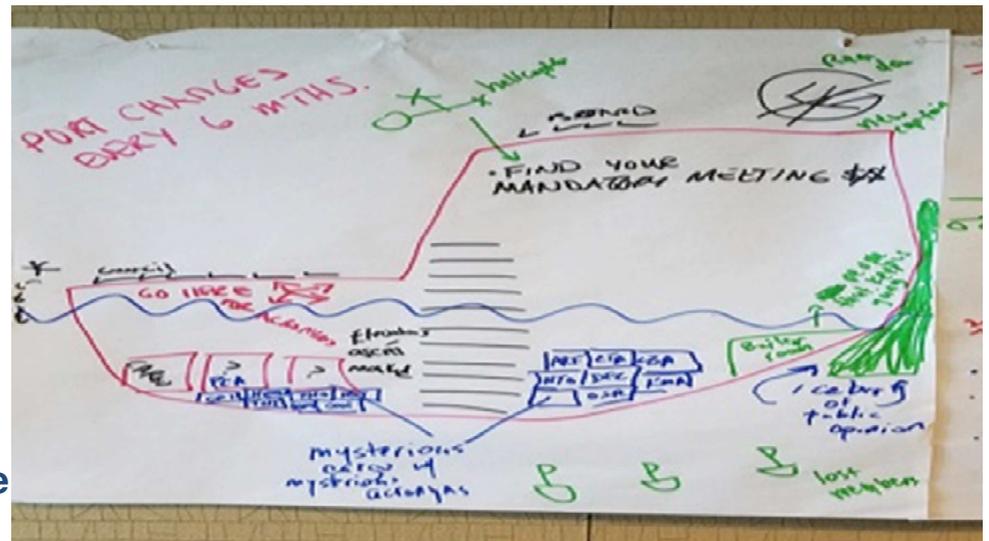
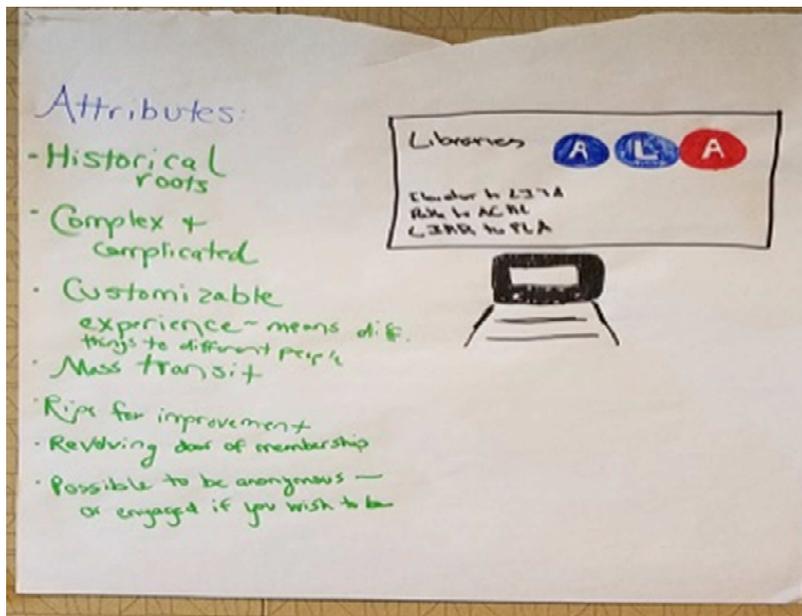
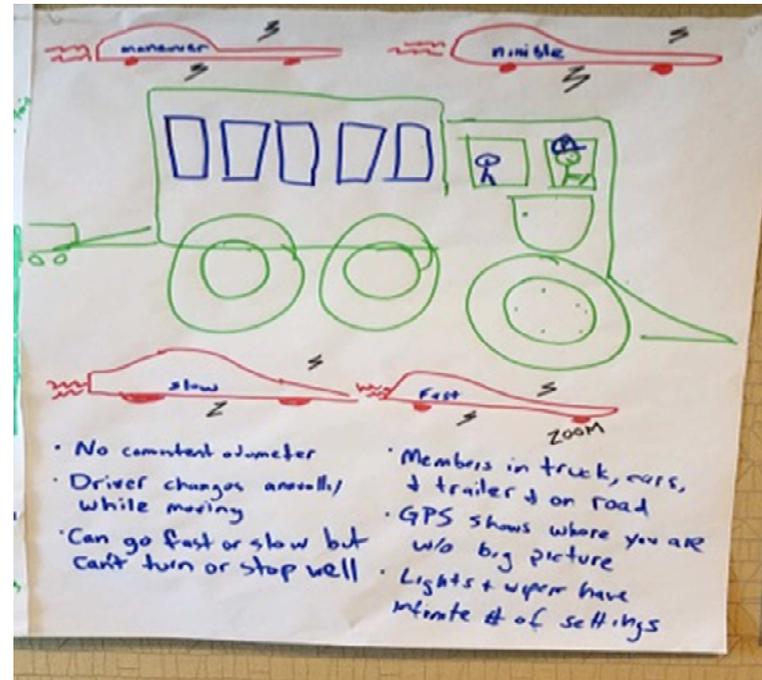
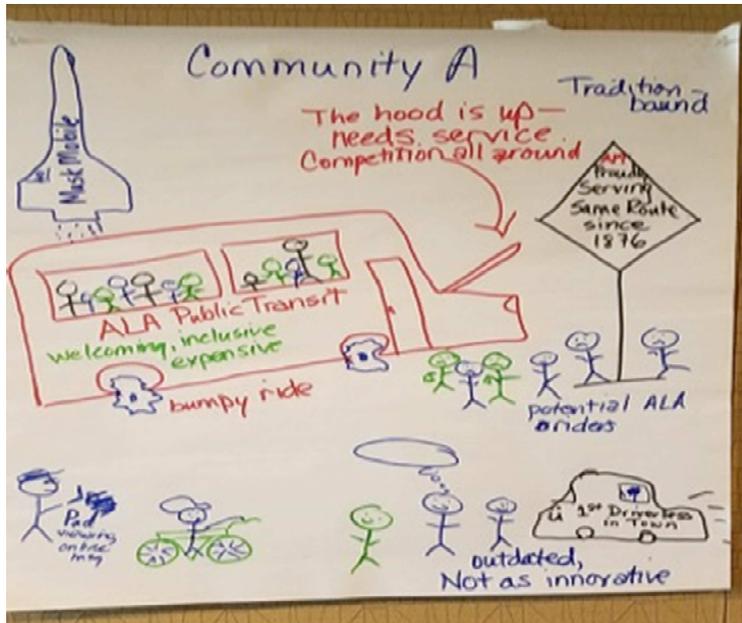
- Only works for some
- Not easy to navigate
- Difficult to change
- Moves slowly

Don't like structure, don't like process, but love culture.

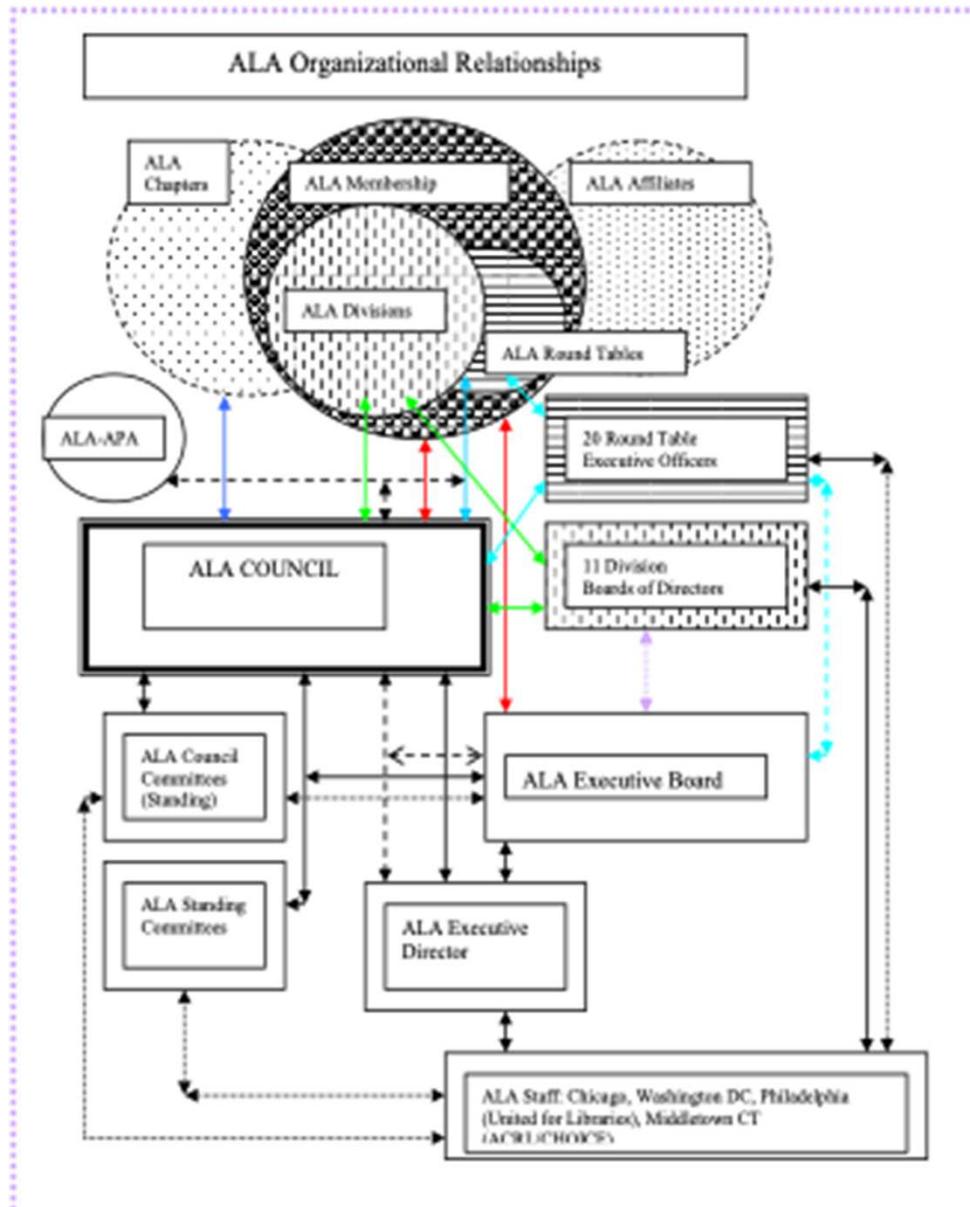
What Needs to be Preserved and Enhanced

- Culture of inclusion
- Stronger voice and advocate for the library community
- A greater variety of engagement opportunities
- Opportunities for specialization and customization
- Professional development and high quality learning opportunities
- Opportunity to engage in conversations, hear all perspectives, and negotiate across diverse opinions

ALA Governance – Current State



ide



ALA Governance - Current Attributes

Strengths	Weaknesses
Identifies trends	Confusing
Customizable	Outdated
Variety of options	Traditional
Historical roots	“Lots of backseat drivers”
Ability to connect and engage with like-minded and like-interest colleagues	In group/Out group
Skills building	High cost to participate
Culture	Complex and complicated
Impactful	“Ripe for improvement”

ALA Governance – Ideal Future State

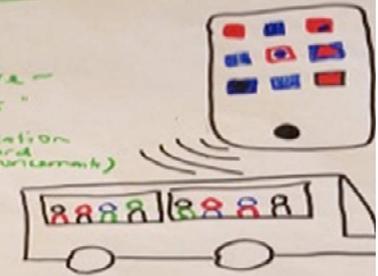
Demand driven autonomous Shuttle

Attributes:

- efficient
- nimble
- Socially conscious
- capable of carrying a lot of people
- responsive to the community environment
- customizable to individual experience
- promotes member engagement + human connection (device-free "car")

everywhere - no "deserts"

promotes communication (on board announcements)



KNOW OUR POINTS & TECHNOLOGY PEOPLE + IT TO SUPPORT GOING IN RIGHT DIRECTION

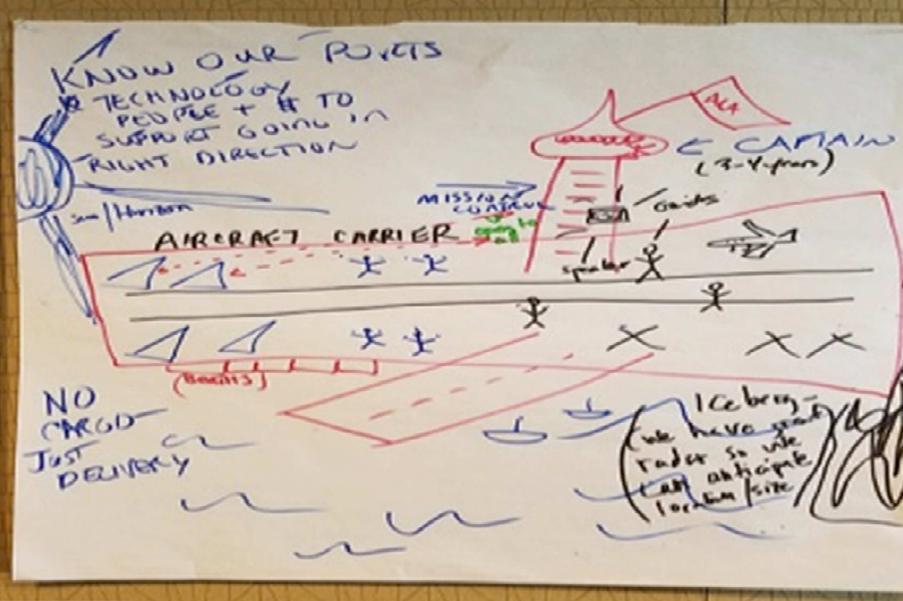
MISSILE CONTROL

AIRCRAFT CARRIER

NO CARGO - JUST DELIVERY

Iceberg - (we have ready radar so we can anticipate location site)

CAPTAIN (3-4 years)



agile
flexible
innovative
inclusive
attractive



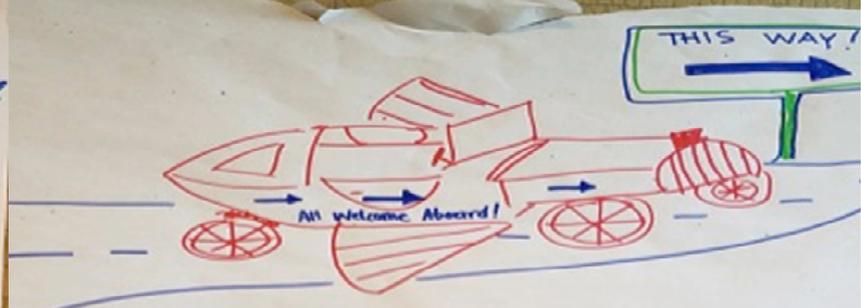
The ALA Transformer

culture structure process

THIS WAY!

All Welcome Aboard!

- nostalgia factor still there!
- BUT can transform as needed
- destination & direction clear
- versatile
- there's even a song about how we ♥ it!



ALA Governance – Ideal Future Attributes

- Agile
- Flexible / Nimble
- Innovative
- Inclusive
- Attractive
- Socially conscious
- Responsive to the community environment
- Customizable to individual experience
- Promotes member engagement and human connection
- Diverse and equitable
- Representative of the complete “library ecosystem”

Observations from the Summit:

Meaningful change that supports a dynamic profession will take time.

It is transition to an “ideal”

High-level Considerations in Creating Options

- Trends
- Value to members and field
- Envisioned future
- Enhancing member engagement and diversity
- Resource implications – cost versus value
- Governance trends

The group focused its time on assessing the following elements of ALA Governance.

1. Executive Board
2. Council
3. Divisions
4. Roundtables/MIGs
5. Committees

To participate in longer conversations:

General conversations will take place in Sheraton Seattle, Cedar:

- Saturday, January 26, 2019, 10:30 - 11:30am
- Sunday, January 27, 2019, 12:00pm - 1:00pm
- Monday, January 28, 2019, 12:00pm - 1:00pm

Targeted conversations will take place in Sheraton Seattle, Cedar around the following topics:

- Round Tables: Monday, January 28, 2019, 1:00pm - 2:00pm
- Council: Monday, January 28, 2019, 2:30 – 3:30pm
- Divisions: Monday, January 28, 2019, 4:00 – 5:00pm

****Virtual conversations will take place in February 2019**

Summary and Transition

The following slides describe models developed during the Summit. They are possible changes to the structures and relationships discussed. They are NOT final recommendations for changes.

We need your questions, identification of advantaged and disadvantages, and recommendations for changes.

Overall Theme:

To develop the most efficient and effective methods of engaging members on issues that are of critical importance to them

Executive Board

Executive Board – Current Structure

Model: Hybrid

Size: 12 (+ Ex. Dir, non-voting)

Terms: 3 years

Composition:

- 3 presidents (1-year each as president-elect, president, immediate past president) – Elected by ALA membership
 - The president and president-elect are officers of the Association.
- Treasurer – Elected by ALA membership
 - The treasurer is an officer of the Association
- 8 Board Members – Elected by Council from among membership of Council
- -- 3 elected in each of 2 years, 2 elected in one year
- Executive Director (non-voting).
 - The Executive Director is an officer of the Association. (ALA Constitution, Article VIII)

See ALA Constitution, Article VII and Article VIII

Executive Board – Current

- “The Executive Board shall act for the Council in the administration of established policies and programs. The Executive Board shall be the body which manages within this context the affairs of the Association, but shall delegate management of the day-to-day operation to the Association’s Executive Director. The Executive Board shall make recommendations to Council with respect to matters of policy.”
- See ALA Constitution, Articles VII and VIII.
- See ALA Policy Manual, 4.1, 4.1.1

Executive Board – Possible Future Models

Model A: Representative Board

- Officers are elected by membership
- Board members are elected by constituent bodies

Model B: Skills-based Board

- Officers and Board are selected by Nominating Committee (Nominating Committee Elected by membership and establish criteria)

Model C: Hybrid Board

- Officers are elected by membership
- Designated Board representatives are elected by constituent bodies
- At-large board positions are appointed by Nonimating Committee

Model D: Hybrid Board

- Officers are elected by membership
- At-large positions are elected by membership
- Designated Board representatives are appointed by constituent bodies

Council

Council - Current

ALA Constitution, Article VI:

- a. “The Council of the American Library Association shall be the governing body of the Association. The Council shall delegate to the several divisions of the Association authority to plan and carry out programs and activities within assigned fields of responsibility and in accord with general Council policy.”
- b. “The Council shall determine all policies of the Association, and its decisions shall be binding upon the Association, except as provided in Section 4.c. of this Article.”
- c.

ALA Bylaws, Article IV....

- c. “Officers. The president, president-elect, and the executive director of the Association shall serve as officers of Council, the executive director serving as its secretary....”

ALA Policy Manual – A.4

Model #1 – Continue Council as is

Advantages	Disadvantages
Diversity of voice and engagement	Only meets two times per year /not agile & timely
Lots of opportunities to engage	Hard to be strategic
Budgeted under conference	Confusing governance model and not transparent
Provides a record for understanding policy	Not a true equitable way (except online) to participate
Committed councilors	No councilor term limits
Opportunity for debate and democracy	Significant financial investment – Secretariat; on-site costs
At-large gives opportunity for those that would never be appointed	Hard to focus
Frequency of ability to overturn decisions	High cost for individuals to participate
	At-large imbalance
	Frequency of ability to overturn decisions

Possible options to improve current model:

- Meet more frequently online
- Give advice and council to staff
- Weighted voting

Model #2 - Discontinue Council

Advantages	Disadvantages
<p>New governance committee in charge of Board Nominations</p> <p>Board takes over policy issues</p> <p>More transparent/understandable governance</p> <p>Less scattered strategy/vision</p> <p>Empowered divisions</p> <p>No popularity contest to have a voice</p> <p>Resources redeployed to engage diverse voices/affiliates</p> <p>Board members nominated for still slots</p>	<p>Large group of ex-counselors looking for new roles</p> <p>Need a channel to capture diverse voices currently on Council</p> <p>Board is the check and balance for ED</p> <p>No clear chain/path for leadership / or a different paths necessary</p>

Model #3: Representational

This model creates a council that is populated with representatives of segments within the library community. Councilors are selected by segments and not elected by all members. The Council would be smaller.

- Options for Representation include:
 - Divisions
 - Numbers or percent of membership
 - Geographic groups such as states, regions, chapters –
 - No at-large members
 - Change threshold for RT getting to council

Model #3: Representational

Advantages	Disadvantages
<p>Structure in place to hear views</p> <p>More inclusive</p> <p>Familiar – less uprising</p> <p>More agile than current structure</p> <p>Continues feeling of representation</p>	<p>No guarantee to protect minority voices</p> <p>Confusing experience</p> <p>Groups will always feel underrepresented</p>

Model #4: Advisory

Council is advisory to the ALA Board. The ALA Board is the policy-making body.

To participate in longer conversations:

General conversations will take place in Sheraton Seattle, Cedar:

- Saturday, January 26, 2019, 10:30 - 11:30am
- Sunday, January 27, 2019, 12:00pm - 1:00pm
- Monday, January 28, 2019, 12:00pm - 1:00pm

Targeted conversations will take place in Sheraton Seattle, Cedar around the following topics:

- Round Tables: Monday, January 28, 2019, 1:00pm - 2:00pm
- Council: Monday, January 28, 2019, 2:30 – 3:30pm
- Divisions: Monday, January 28, 2019, 4:00 – 5:00pm

****Virtual conversations will take place in February 2019**