



Board of Directors

2019 Fall Meeting

Sunday, October 20, Board Dinner, 6pm, Quartino Ristorante & Wine Bar

Monday, October 21, 8:30am-3pm, Sofitel Chicago, Avignon Meeting Room

Meeting Schedule and Locations

Sunday, October 20

5pm – PLA Happy Hour – Le Bar Chicago, located in the Sofitel Chicago lobby

6pm – PLA Board Dinner – Quartino Ristorante & Wine Bar, 626 N. State St., Chicago, 60654

Monday, October 21

8am – Breakfast – Sofitel Chicago, Avignon Meeting Room

8:30am–3pm – PLA Board Meeting – Sofitel Chicago, Avignon Meeting Room – Lunch and breaks will be provided

Note: Items highlighted in yellow below were updated on October 16, 2019.

Board Agenda—Monday, October 21

1. **Welcome and Introductions**, *Ramiro Salazar*. (PLA past president Monique leConge Zieshenne will be participating virtually.)
2. **Action Item:** Adoption of the agenda
Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to discussion. PLA policies related to Board service, strategic plan and a Board roster are included in ALA Connect as reference.

Consent Agenda

Document Number

3. Governance
 - a. Draft 2019 Annual Conference Board Actions..... 2020.7
 - b. Draft September 5, 2019 Board Call Actions 2020.8
 - c. PLA Committees Semi-Annual Reports..... 2020.9
4. PLA Initiatives
 - a. Combined PLA Initiatives Report 2020.10
 - i. DigitalLearn.org
 - ii. Data Initiatives
 - iii. Health Initiatives
 - iv. Regional Trainings
 - v. Strategic Planning

- vi. Inclusive Internship Initiative
- vii. 2020 Census
- viii. Family Engagement Initiatives

- 5. PLA Operations
 - a. Combined PLA Operations Report..... 2020.11
 - i. Membership
 - ii. Fundraising
 - iii. Communications
 - b. Continuing Education Report and Annual 2019 Program Analysis2020.12 a&b
- 6. ALA Reports
 - a. BARC..... on site

<u>Action/Discussion/Decision Items</u>	<u>Document Number</u>
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Barb will join the board at approximately 11 am. Scott or Mary will lead meeting until then.

- 7. PLA President Update, *Ramiro Salazar*..... no doc
- 8. Review of actions from Annual Conference meeting, *Scott Allen* 2020.13
- 9. PLA Strategic Plan Update, Focus on PLA Committees, *Allen, Mary Hirsh, all*
 - a. Strategic Plan Progress Review..... 2020.14
 - b. Selected Committee Reports..... 2020.15
- 10. PLA 2020 Update and PLA Board roles at PLA 2020, *Melissa Johnson, all*..... 2020.16

BREAK

- 11. Nominating Committee Report, *Pam Smith* on site
- 12. COSLA Public Library Data Alliance, **ACTION**2020.17 a&b
- 13. Report on eBook licensing, DCWG, *Alan Inouye, Larra Clark, all*..... on site

LUNCH

- 14. ALA Executive Board Calls 2020.18
- 15. Financial Reports, *Clara Bohrer, Barb Macikas*
 - a. FY19 as of Second Close 2020.19 a-e
 - b. Endowment transfer review 2020.20
- 16. Report from PLA Fiscal Officer, *Bohrer* no doc

17. SCOE update 2020.20a
18. ALA 2020 Midwinter/ALA Council-Communication from PLA2020.21 a&b
19. Future PLA Board Meetings, *Macikas* 2020.22
20. New Business, *all*..... no doc



**Board of Directors—2019 Annual Conference Meeting
June 22, 2019**

Grand Hyatt Washington, Banneker Room
ALA 2019 Annual Conference, Washington DC

Present: Monique le Conge Ziesenhenne, President; Pam Sandlian Smith, Past President; Directors at Large: Cindy Fesemyer, Michelle Jeske, Richard Kong, Tracy Strobel, Kelvin Watson, Carrie Willson; ALA Division Councilor: Stephanie Chase

Approved Absences: Ramiro Salazar, President-elect

PLA Staff: Barb Macikas, Executive Director; Scott Allen, Deputy Director; Nellie Barrett, Program Coordinator; Larra Clark, Deputy Director; Laurence Deutsch, Manager, Communications; Lian Drago, Program Officer; Mary Hirsh, Deputy Director; Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager, Publications; Carly Lawrence, Catalo Intern; Samantha Lopez, Manager, Marketing and Membership; Angela Maycock, Manager, Continuing Education; Emily Plagman, Manager, Impact and Advocacy; Megan Stewart, Program Coordinator; Symone Villasenor, Project Manager; Leighann Wood, Program Manager

Guests: Carolyn Anthony, past PLA President and representative to International Federation of Library Associations and Institutions (IFLA) Metropolitan Libraries Section; Clara Bohrer, Chair, PLA Budget and Finance Committee; Keith Brown, ALA Senior Financial Analyst; Nicolle Davies, ALA Policy Corps; Maggie Farrell, Chair, ALA Budget Analysis and Review Committee; Sari Feldman, past ALA President; Toby Greenwalt, incoming PLA Director at Large; Dorcas Hand, Chair, State Ecosystem Task Force; Corinne Hill, representative to IFLA Public Libraries Section; Alan Inouye, Senior Director, Public Policy and Government Relations, ALA Washington Office; Mark Leon, ALA Chief Financial Officer; Vailey Oehlke, past PLA President and ALA Steering Committee on Organizational Effectiveness (SCOE); Lessa Kanani'opua Pelayo-Lozada, Chair, ALA Steering Committee on Organizational Effectiveness (SCOE); Felton Thomas, past PLA President and ALA Steering Committee on Organizational Effectiveness (SCOE).

Follow-up items are listed at the end of the document.

1. **Welcome and Introductions, Le Conge Ziesenhenne.**
2. **By consent, approved** the adoption of the meeting agenda.
3. **By consent, approved** the 2019 Spring Board Meeting Draft Actions (2019.74).
4. **By consent, approved** the consent agenda as presented.

Consent Items

Document Number

Governance

- a. Draft Minutes Spring Meeting and Follow-Up List 2019.74
- b. PLA President’s Report to ALA Council and EB 2019.75a-b
- c. Election results and newly appointed Fiscal Officer 2019.76
- d. ALA Executive Search Process Update 2019.77
- e. Board Member Responsibilities at PLA Conferences 2019.78

Initiatives and Collaborations

- f. Health 2019.79
- g. 2020 Census Library Outreach and Education TF Update 2019.80
- h. Leadership Academy 2019.81
- i. Social Work 2019.82
- j. Digital Literacy 2019.83
- k. Data Initiatives 2019.84
- l. Projects in Development 2019.85

Publications and Products

- m. Public Libraries Magazine, Publications, Products 2019.86

Continuing Education

- n. Update on PLA Continuing Education 2019.87
- o. PLA 2020 Conference 2019.88

PLA Operations

- p. Updates (Membership, Technology, Communications, Fundraising) 2019.89
- q. 75th Anniversary Plans and Talking Points 2019.90a-b

Action/Discussion/Decision Items

5. **PLA President Update**, *le Conge Ziesenhenne* (no document). Condolences were expressed to Ramiro Salazar, who will not be attending due to the passing of his mother. Le Conge Ziesenhenne also noted the document (2019.78) outlining board member responsibilities at PLA conferences, which was appreciated by all.
6. **AASL/ACRL/PLA Possible Collaboration Meeting**, *le Conge Ziesenhenne* (no document). Le Conge Ziesenhenne reported on a meeting between PLA and the Association of College and Research Libraries (ACRL) and the American Association of School Librarians (AASL). The meeting was initiated by AASL and included current, incoming and past presidents and division executive directors. The group agreed working together could be productive and identified some areas, for instance needs assessments, where it might be most beneficial to collaborate. No decisions were made and AASL will follow up with the group.
7. **Financial Reports**, *Bohrer, Macikas* (2019.91a-e, 2019.92 revised, 2019.93, 2019.94). **ACTIONS.**
 - a. Fiscal Year 2019 (FY19): Bohrer reported on the status of the FY19 budget, noting it includes total revenue of \$3.2 million with expenses of \$3.95 million, for a net loss of \$749,540. The fund balance is projected to be \$3.1 million at the close of FY19, which is well above the approximately \$750,000 PLA is expected to maintain. As of April 2019, fewer trainings than anticipated, along with slowed Every Child Ready to Read sales,

have reduced income, however expenses are also down significantly, preventing a larger net loss. Overhead to ALA is also down due to lower revenues being collected.

- b. Fiscal Year 2020 (FY20): The second draft of the FY20 budget was reviewed, including planned spend down investments discussed by the PLA board at its spring meeting, to support: sustainability consultant; growth of equity and leadership training; communications support to help libraries promote themselves; and a speaker/facilitator training initiative. The Budget and Finance Committee reviewed these investments and recommended increasing the sustainability consultant funding to \$100,000 and doubling the other investment amounts. This will decrease net revenue for FY20 from \$329,883 to \$219,883. It was moved, seconded and **approved** that the PLA Board accept the recommendation of PLA Budget and Finance Committee to approve the FY20 budget as presented, with the understanding that PLA has the option to revise the budget until September 16, 2019, when ALA locks the budgets ahead of the ALA board meetings in October. Even with the decrease in net revenue, PLA will still maintain a significant fund balance of close to \$3M.
 - c. Long Term Investment (LTI) Interest: Given that PLA is investing some of its fund balance into new and expanded initiatives, the interest income from the LTI is not needed for such purposes. The Budget and Finance Committee recommends feeding the FY19 interest income back into the LTI. PLA can also transfer money from the fund balance to the LTI. ALA limits such transactions to \$50,000 during a fiscal year. If a division wants to transfer higher amounts, they can, but ALA requires two years before they will execute the transaction. The board agreed PLA should transfer the maximum possible in FY19 and recommended future transfers of greater amounts. It was moved, seconded and **approved** that PLA will return the FY19 interest income to the LTI, and it was moved, seconded and **approved** that PLA will invest an additional \$50,000 from its fund balance into the LTI in FY19.
8. **ALA Overhead Review**, *Leon, Brown* (2019.95). Mark Leon, ALA CFO, and Keith Brown, ALA Senior Financial Analyst, made a presentation on how ALA overhead is calculated and what portion of overhead is allocated to traditional administrative costs (typically support services) versus what ALA is allocating to mission-based activity. The formula ALA uses was explained. Determinants for the rate are revenues from Conference Services (which does not include division conferences) and Publishing. When those units do poorly, the rate goes up. With high overhead rates on CE, divisions like PLA are discouraged from launching new programs and innovating because after paying overhead, they may not make any profit or even lose money. Leon and Brown confirmed ALA's intent was to revisit overhead regularly, however this has not occurred. It was noted that the BARC/Division meetings held at ALA conferences exist for this purpose but have not previously addressed the issue.

Leon confirmed that requests from the divisions related to overhead and the operating agreement have created a sense of urgency, and he expressed his support for reviewing overhead calculations and opening up the operating agreement. The Steering Committee on Organizational Effectiveness (SCOE) is focused on ALA structure and not finances or staffing. However, financial modeling will occur between the Annual Conference and October 2019, the results of which will be presented to ALA Council at the 2020 Midwinter Meeting. Leon and outgoing ALA Treasurer Susan Hildreth have discussed that a review of the operating agreement

should occur between the 2020 Midwinter Meeting and any final vote on SCOE recommendations, and should not be conducted by the SCOE implementation committee but by ALA staff, the Budget Analysis and Review Committee (BARC) and division member leadership.

To address the perception that the overhead rate (currently 26.5%) is too high, Leon shared the effective overhead rate for PLA when calculated over time. A spreadsheet showing PLA's contributions to overhead as a percentage of its revenue for the last 10 years was circulated. This document showed the effective annual rate to be closer to 17%, however it did not include grant overhead and expenses, and included significant errors. It was also pointed out that PLA pays the full rate – not an effective rate averaged over time – on revenue for continuing education or other products, so the value of calculating an effective rate was questioned.

Ultimately, the PLA board summarized its concerns into some key points. ALA needs to urgently address how internal services to divisions are poor and negatively impact division work; how the overhead rate and poor service to divisions discourage innovation and creation of new revenue-generating initiatives; and how these factors negatively impact members, threatening their support of ALA through dues and other participation. Further, while PLA supported the investment budget and the intent to improve advocacy, fundraising, and information technology, there are now concerns about execution and an urgent need for metrics to show the return on and impact of those investments. Finally, lack of trust and communication are at the root of these challenges between the parent and its divisions, and the new ALA executive director will need to work diligently to address those issues and create a more productive culture.

9. **ALA Executive Board Liaison Report, Pelayo-Lozada (2019.95a).** Pelayo-Lozada highlighted items from the leadership talking points distributed for the 2019 Annual Conference. These included updates on the proposed real estate transaction and move of the ALA headquarters, the membership and communication studies conducted by Avenue M, internal changes based on the information technology assessment with Delcor, the executive director search, and efforts to create stronger connections with chapters and state associations to advance advocacy. Board members commented on the lack of public library representation on the executive director search committee. They also asked if the ALA dues structure and conference fees are being reevaluated, for instance to be scaled to better support members who pay their own way rather than receive employer support. Pelayo-Lozada also chairs the SCOE, so an update was provided on that group's work and the proposed plan to eliminate Council and establish new groups (Nominating and Leadership Development Committee, Policy Development Committee, and Finance and Audit Committee) among other changes. It was surmised that divisions will continue to exist, although some may merge. Member input as well as the significant investment in divisions supports their continuation.
10. **ALA SCOE Update, Oehlke, Thomas (2019.96a-b).** Oehlke and Thomas are members of the SCOE and confirmed that ALA divisions will continue to have elections, countering a recent rumor. They reported on SCOE deliberations and the intent to make ALA more effective and efficient in the face of declining resources and increasing member needs. The intent to disband ALA Council, noted above, and challenges to securing the approval of Council itself were discussed. Members suggested the need for campaigning, electing new Councilors in 2020 who agree with

SCOE's recommendations, and promoting that ALA is not simply eliminating Council but replacing it with other opportunities for involvement and leadership. There is no alternate plan should Council reject the recommendations of SCOE, but many other SCOE recommendations will occur regardless and will have positive impacts for ALA, for instance proposed changes to ALA roundtables.

11. **ALA Policy Corps Update**, *Clark* (2019.97). Clark reviewed the intent of the Policy Corps, which is to build ALA's policy advocacy capacity, particularly given that many of ALA's core advocates are retiring and/or overused. To date, 22 people have participated in two cohorts. She acknowledged the support of multiple divisions (PLA, ACRL, AASL, and United for Libraries). The ALA Washington Office has requested funding from ALA and will be conducting private fundraising to sustain the effort. The expansion of advocates through the Policy Corps doesn't change or reduce the role of ALA division presidents and other leaders active in advocacy.
12. **ALA State Ecosystem Task Force** report, *Hand*. Hand provided an update on [the State Ecosystem Task Force](#) of the ALA Committee on Library Advocacy, which seeks to build stronger coalitions between state chapters, school affiliates and academic chapters at the state level and with ALA. An example of advocacy efforts in Texas, which helped school librarians benefit from planned salary increases, was noted. The Task Force is trying to coordinate on key priorities for the library community as a whole. PLA board members were encouraged to provide input to help shape direction of the State Ecosystem Initiative.
13. **ALA Washington Office/Publisher Relations**, *Feldman, Inouye* (no document). Feldman and Inouye reviewed their work with the five major publishers around access to e-books and audiobooks. The publishers' strategies to prohibit library purchases during, for instance, a 3-5 month window after publishing, and to limit licensing to a defined period, increases publishers revenue (at least they believe such) but challenges libraries to make those books available to users. Specific examples of actions by Macmillan's Tor imprint, Blackstone Audio and others were discussed. Arguments ALA might use to influence publisher decisions were reviewed. Many librarians consider access to publications an equity issue for their communities. Libraries can also help promote reading, expanding the number of people who read regularly (currently 25% do not read a book in a year). This may increase sales for publishers. The argument that libraries may assist with "discovery," increasing back catalog sales to libraries and consumers, may or may not be supported by publisher data. Efforts of groups such as the Panorama Project (which is trying to understand the impact of library holdings on book discovery, author brand development, and sales) and the Book Industry Study Group have begun to yield helpful information for this effort though much remains to be done.

Potential strategies to increase attention and encourage publishers to make better decisions for libraries were discussed. ALA might activate grassroots members, encourage editorials and letters to the editor, and pursue legislation. Communication efforts are quicker than policy strategies, but may not have significant impact. Publishers are primarily concerned with sales, and the value of the library market is deemed as not significant, even if the largest library systems boycotted certain publishers and diverted their budgets elsewhere, which some are considering. Other pain points for publishers – such the move to eliminate overdue fines, which

publishers see as a friction point between libraries and readers that might drive sales – were mentioned. Engaging the public was discussed, but they may be challenged to understand the issue and direct frustration at the library for not carrying material rather than the publisher. Consumer action, however, could potentially benefit a policy effort if one is pursued by ALA.

14. **PLA Board Virtual Voting Process**, *All* (2019.98). **ACTION.** PLA drafted the voting process policy after recognizing the new version of ALA Connect did not have a voting option. After review, members suggested removing the sentences “An exception will occur if, as a result of the motion passing, individual names will be signed to a public document, such as with a public press release or statement. In such cases, the vote to pass must be unanimous” and changing the header to that section to “Requirements for Passage.” It was moved, seconded and **approved** to accept the Virtual Voting Guidelines for the PLA Board of Directors as amended.
15. **PLA 2024 Site Selection**, *All* (2019.99). **ACTION.** It was moved, seconded and **approved** to hold the PLA 2024 Conference from Wednesday, April 3, 2024 to Saturday, April 6, 2024 in Columbus, OH. The ALA Board must approve the site and it is on their agenda for later in the conference.
16. **PLA Board Vacancy-Vote to Fill**, *All* (2019.100). **ACTION.** It was moved, seconded and **approved** that Pam Sandlian Smith will fill the one-year vacancy on the PLA board, from July 2019 to June 2020, created by the election of Michelle Jeske to PLA 2019-2020 President-elect.
17. **IFLA Public Libraries Section Report**, *Hill* (no document). Hill reported that the IFLA Public Libraries Section will hold a Satellite Meeting in Rome, Italy on August 21-22, 2019 to explore the evolving concept of ‘library’ and its impact on library design. The Satellite is co-hosted with three other IFLA Sections: Academic and Research Libraries; Library Buildings and Equipment; and Metropolitan Libraries. The Public Libraries Section sponsors an award for a new or renovated library building, and Hill encouraged PLA to promote this award in order to increase applications from the U.S. The Section is also revising its public library standards, which have not been updated since 1994. Board members suggested Hill write a *Public Libraries* magazine article on being involved in IFLA.
18. **IFLA Metropolitan Libraries Section Report**, *Anthony* (2019.103). Anthony participated in an IFLA planning meeting in The Hague in early June, during which representatives of different IFLA sections were asked to develop ideas for collaborative projects with each other. This meeting ties into IFLA’s plans to undertake reorganization by identifying natural partnerships and potential consolidation. Anthony also noted the lack of attention that the United Nations General Assembly’s Sustainable Development Goals (SDGs) receive in terms of U.S library services and programs. Most libraries in other countries refer to them to justify services and show impact. Members considered if PLA should advance awareness of and use of SDGs in the U.S. An article in *Public Libraries* magazine was suggested.
19. **Review of the ALA Council Agenda**, *Chase, All* (no document). Resolutions under consideration had been shared with PLA board members via email. Chase reported she intends to abstain on three resolutions unless input from PLA board members suggests otherwise (*Resolution in Support of the Right to Publish Leaked Documents and for the Dismissal of Charges Against Julian Assange; Resolution on CIA Recruitment at ALA Meetings; and Resolution in Defense of the*

Free Speech of Supporters of the Movement for Palestinian Rights). She will support the *Resolution on Renaming the Melvil Dewey Medal*. She requested input on the interpretations of the Library Bill of Rights related to *Minors and Online Activity* and *User-Generated Content in Library Discovery Systems*.

20. **Review of plans for PLA-Council Breakfast, All** (2019.104). Macikas distributed the event overview and questions for Council members. She confirmed who would be present so PLA board members could be stationed at each table. Compared to the 2019 Midwinter Event, this event will focus more on what PLA does and less on PLA's financial contributions to ALA.
21. **Plans for 2019-2020 Board meetings, Macikas** (2019.105). At its spring meeting, the board voted to meet in conjunction with the PLA 2020 Conference in February in Nashville, TN rather than at the ALA 2020 Midwinter Meeting in January in Philadelphia, PA. This decision was revisited, in light of potential SCOE business at the ALA 2020 Midwinter Meeting, and the recognition that a few board members would be required to be there anyway. Board members confirmed their intent to meet in Nashville, which will likely occur on Tuesday, February 25 from 1pm to 5pm.

Other board meeting dates were confirmed. The fall board meeting will be held in Chicago. It will begin with a dinner on Sunday, October 20. The board meeting will be held 9am-3pm on Monday, October 21. The PLA board's spring meeting will be held in conjunction with ALA Washington Office's National Library Legislative Day, May 4-5. NLLD schedule is for the WO program to be held on May 4; Congressional visits will be scheduled for May 5. The PLA board meeting will be held the afternoon of May 3, noon-5 pm.
22. **Service Recognition of Outgoing Board Members, le Conge Ziesenhenné** (2019.106). Outgoing Directors at Large Richard Kong and Tracy Strobel were thanked for their excellent service, and a resolution was read to honor outgoing President-elect/President/Past President Pam Sandlian Smith. Monique le Conge Ziesenhenné was also thanked for her term as 2018-2019 PLA President.
23. **Adjourn**. There being no further business, the meeting was adjourned at 5pm. The next PLA board meeting is scheduled for October 21, 2019 in Chicago, IL, with an option dinner the evening of October 20, 2019.

**PLA Board of Directors 2019 Annual Conference Meeting
Action Items/Discussions Requiring Follow Up**

The following actions were drafted based on discussion at the 2019 Annual Conference board meeting.

1. **Financial Reports.**
 - a. FY20 Budget. PLA will increase the sustainability consultant funding to \$100,000 and double the other investment amounts during the next opening of the FY20 budget for revisions. (Macikas, Allen)
2. **Long Term Investment (LTI).**
 - a. FY19 Investments. PLA will notify Finance to reinvest the FY19 interest back into the LTI and to move another \$50,000 from the fund balance to the LTI as part of FY19 closing procedures. (Macikas)
 - b. Transfer of Funds into LTI. The Budget and Finance Committee will hold a virtual meeting before the fall 2019 PLA board meeting to develop a recommendation to the board about transferring funds from the fund balance into the LTI, with the goal of increasing the transfer by more than \$50,000. (Bohrer, Macikas).
3. **ALA Overhead**
 - a. Finance (Leon, Brown) will be asked to correct the 10-year analysis of PLA's overhead payments, expenses, and effective overhead and resubmit to PLA for sharing with the board. (Bohrer, Macikas)
4. **Steering Committee on Organizational Effectiveness (SCOE).**
 - a. The Budget and Finance Committee will prepare recommendations related to the financial health of ALA and PLA, for consideration during the planned, SCOE-related financial modeling process and the opening up of the operating agreement slated to occur in 2020. (Bohrer, Macikas)
5. **IFLA Section Reports**
 - a. An article on being involved in IFLA will be written for *Public Libraries* magazine to address the "mystery" of being involved, including issues such as cost for potentially two international meetings annually, strategies to secure funds from friends groups or other sources, requirements of serving on IFLA committees, and how IFLA conferences and speaking duties differ from U.S. library conferences. (Hughes, Hill)
 - b. PLA will promote the opportunity to apply for the IFLA/Systematic Public Library of the Year to members to encourage U.S. submissions. (Deutsch, Hill)
 - c. An article on the United Nations General Assembly's Sustainable Development Goals (SDGs) will be published in *Public Libraries* magazine to promote them to U.S. public librarians. (Hughes, Anthony)



**Board of Directors—Conference Call
3-4pm CT, September 5, 2019**

Present: Ramiro Salazar, President; Michelle Jeske, President-elect; Clara Bohrer, Fiscal Officer; Directors at Large: Cindy Fesemyer, Stephanie Chase, ALA Division Councilor, Toby Greenwalt, Amita Lonial, Pam Sandlian Smith, Carrie Wilson, Kelvin Watson

Approved Absences: Monique le Conge Ziesenhenné, Past-president

Guests: Sari Feldman, ALA Policy Fellow

PLA Staff: Barb Macikas, Executive Director; Larra Clark, Deputy Director

Action/Discussion/Decision Items

1. Welcome and overview, *Ramiro Salazar*, PLA President
Salazar provided an update on the e-book issue, Macmillan's embargo plans, and implications for libraries.
 - PLA and ALA have issued statements condemning Macmillan's statement. PLA board wrote Macmillan CEO expressing dismay at plans. PLA has a key role given this is a public library issue.
 - COSLA (Chief Officers of State Library Agencies) also wrote Macmillan CEO expressing disappointment and inviting him to the fall COSLA meeting.
 - ULC immediately reacted and established a working group and is creating a tool kit.
 - PLA also has developed a member resources [web page](#). Public libraries are building awareness through messages to their patrons, and PLA will encourage and share out resources for libraries.
 - A small group of library leaders including Sari Feldman, Vailey Oehlke, Pat Losinski, Lisa Rosenbloom, and Kent Oliver advised working with ALA Washington Office. Salazar and Macikas have met with Alan Inouye, ALA Public Policy and Advocacy office. Inouye recommended a "shaming" of Macmillan and increasing public awareness. Inouye also shared that legal and legislative action are being discussed, but these have longer timelines. The immediate focus is to pressure Macmillan to reverse embargo decision; discourage other publishers from adopting similar practices; and to provide leadership

and responsiveness through communications advocacy program within library community and beyond to general population.

- ALA is reconstituting the Digital Content Working Group with a broad-based group of internal and external library stakeholders. Library groups should work collectively (ULC, COSLA, state associations, Canadian Library Association) for a unified front.

2. Background regarding ALA Digital Content Working Group, *Sari Feldman, all*

Feldman co-chaired the first DCWG in 2012. It was an early opportunity for libraries to build relationships with publishers at a time where communication was limited. ALA didn't have deep relationships with publishers, and libraries didn't have ready access to digital content. The DCWG developed a regular schedule of meetings and helped elevate the role of libraries in supporting reading and books. More recently, as the publishing industry has had limited success making money from e-books, the relationships have become strained. The expectation that the e-book market would be akin to audio book market has not materialized. ALA has asked but has not received data from publishers on the impact of libraries on e-book sales.

The new DCWG is broad based and includes representatives from many organizations, which is good; however, given its size it will be challenged to focus. This is a public library issue and public libraries stand for equitable access to information, which is now being denied. ALA will demand a legislative solution and will continue with tactics that focus on a library communication campaign to make sure libraries understand and then to move to a public campaign. The public is our ally.

One suggestion on the call was to consider adding non-library stakeholders (e.g., authors) to this the new DCWG, such as a representative from the Romance Writers of America.

3. Response to Macmillan Embargo Plans

The PLA Board sent a letter condemning Macmillan's planned embargo and was invited to meet with the CEO. The board discussed pros and cons of meeting. Several board members have previously met with Macmillan. Discussion points included:

- PLA should have clear goals for the meeting
- PLA should ask for data to verify Macmillan claims
- Whether or not the meeting should include other library organizations
- PLA/ALA cannot suggest boycott due to 501(c)3 status

Salazar offered to do further investigation on next steps related to Macmillan meeting. He will report back to the board.

4. Review of ALA strategies, activities and advocacy planning, *Larra Clark* (documents 2020.1-2020.2b)

PLA and ALA have created websites and tools for libraries that include templates for local and state libraries, and these will be continually updated. PLA and ALA are developing communications plans for outreach to library community and public. ALA/PLA is looking at tactics related to increasing visibility of the issue and moving from a library-based campaign to a consumer-based campaign.

The Digital Book World conference is Sept. 10-13 in Nashville and provides an opportunity to spotlight the issue. ALA ED Mary Ghikas is a keynoter at conference; Nashville Public Library director Kent Oliver is agreeable to hosting a press conference in conjunction with conference. National press is interested. PLA President Ramiro Salazar, Columbus PL director Pat Losinski, Nashville PL director Kent Oliver, and Mary Ghikas will participate in the press conference, which will also kick off a [petition effort](#) against Macmillan embargo and announce a new digital reading [partnership](#) with Overdrive.

5. Review of charge for ALA DCWG and Selection of PLA rep, *Macikas, all ACTION* (document 2020.3)

The charge and composition of the new DCWG was reviewed. Past PLA board member Richard Kong was recommended to serve as PLA's representative. The board moved and **approved** to submit Richard Kong as the PLA representative to ALA DCWG. Macikas will reach out to Kong to confirm the appointment.

6. PLA FY2020 Review and Approval, PLA Fiscal Officer, *Clara Bohrer, all-ACTION* (documents 2020.4-2020.6)

Bohrer reviewed final budget, which reflects the changes made at the June board meeting. PLA is budgeting an approximate net for FY20 of \$112K, which is less than typical. PLA is strategically spending down to benefit member services. It is anticipated that PLA will have a fund balance of \$3.1M at the end of FY20.

Changes to FY20 budget included additional funding for: EDI; leadership; sustainability; and speaker training. Additionally, PLA will reinvest interest from LTI back into LTI. PLA will also transfer the maximum allowed by ALA (\$49,999) into LTI. To allow for the maximum flexibility, PLA will notify ALA BARC that it will be investing more in the LTI moving forward. ALA requires that divisions inform them of plans to move more than \$50,000 annually and requires two years notice. With this budget, PLA will inform ALA that starting in FY22 it will move \$350,000 into the LTI each year for three years. This request does not bind PLA to making the transfer and the board can revisit the question each year. The two-year notification gives PLA the flexibility to move funds if it is decided that is most prudent.

The board moved and **approved** to the FY20 budget as presented.

7. Hearing no new business, Salazar adjourned the meeting at 4:15pm CT.

TO: PLA Board of Directors
FROM: PLA Staff
RE: **Reports from PLA committees, advisory groups and task forces**
DATE: October 7, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report
ACTION REQUESTED BY:
DRAFT OF MOTION: N/A

OVERVIEW

PLA solicits status reports from its committee chairs twice yearly. This will ensure that the Board has an opportunity to review the work of the committees.

We asked chairs to provide a report that is high level and provides a brief overview and indicated it does not need to be nor is it intended to be an exhaustive list of activities. Instructions and form are [here](#). Certain committees are excused from this process. These include award juries as well as the PLA Budget and Finance Committee.

The following represent the reports we have received as of today's date.



Advocacy and Strategic Partnerships Committee April-August 2019 Report

Committee/group name:

Advocacy and Strategic Partnerships Committee

Chair name:

Sara Charlton

Chair email address:

charltonryan@earthlink.net

Staff liaison:

Larra Clark

This report represents work done:

April-August

How many times did your group meet during this reporting period?

2-3

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Update our charge

1. ALA mid-winter conference

Advocacy & Strategic Partnerships Committee

Committee Charge

To inform and advise PLA Board and staff on strategic partnership opportunities with federal agencies and national organizations with shared values and alignment with public libraries; to develop and support strategic relationships that are beneficial to PLA and public libraries; to capture and share examples of strategic partnerships with public libraries that positively impact communities and advance national priorities; to serve as a liaison with the ALA Office for Library Advocacy, the ALA Washington Office, and others as needed to help ensure that the advocacy needs of public librarians are represented in their initiatives; to strengthen the advocacy skills of public librarians; to work with PLA Board and staff toward achieving PLA strategic planning goals.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness



Advocacy and Strategic Partnerships Committee April-August 2019 Report

Second Activity

Finalize intake form(s) for requesting PLA collaboration. When complete, add to this web page:
<http://www.ala.org/pla/about/workingwith/partnerships>

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness

Third Activity

Establish standing bimonthly committee meeting calls to discuss partnership requests (and any other business). Discussion of requests may also happen via email.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness

Fourth Activity

draft a proposal for PLA and/or public libraries to engage with US Chamber of Commerce and local Chambers.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness

Fifth Activity

Discuss in future meetings how to partner and who to partner with: best practices for libraries.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness

What will your group be working on for the next six months?

Our group will be working on the action items listed above.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time, waiting for members to be confirmed

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?



Advocacy and Strategic Partnerships Committee April-August 2019 Report

not at this time

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

This committee will work with any committee that will benefit PLA.

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

waiting for members to be confirmed for the year so work can continue.

Today's Date

08/30/2019



Annual Conference 2019 Program Subcommittee April-August 2019 Report

Committee/group name:

Annual Conference 2019 Program Subcommittee

Chair name:

Joy Kim

Chair email address:

joy.kim@gmail.com

Staff liaison:

Angela Maycock

This report represents work done:

April-August

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Committee members attending ALA Annual provided introductions for PLA sponsored programs. The introduction script connected the sponsored programs with PLA priorities and encouraged attendees to provide feedback.

Aligns with these Strategic Areas of Focus (select one or more)

- Leadership

Second Activity

Following ALA Annual, the chair solicited feedback from committee members regarding the sponsored programs and the program selection process. The collected notes were shared with Angela Maycock.

Aligns with these Strategic Areas of Focus (select one or more)

- Leadership

What will your group be working on for the next six months?

This group's charge has been completed, and its tasks have been turned over to the 2020 subcommittee.



Annual Conference 2019 Program Subcommittee April-August 2019 Report

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

PLA Annual Conference programs regularly highlight the work of PLA committees and task forces.

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

Nothing I can think of. PLA staff are always responsive and helpful--thanks so much for everything you do!

Today's Date

08/26/2019



Continuing Education Advisory Group April-August 2019 Report

Committee/group name:

Continuing Education Advisory Group

Chair name:

Sarah Tansley

Chair email address:

stansley@chipublib.org

Staff liaison:

Angela Maycock

This report represents work done:

April-August

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

During this reporting period, the Continuing Education Advisory Group promoted the open call for webinars to increase the number and quality of submissions.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice

Second Activity

The Continuing Education Advisory Group then reviewed the submissions and graded them according to a rubric in order to recommend the webinars that would best serve PLA membership.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Organizational Excellence
- Transformation



Continuing Education Advisory Group April-August 2019 Report

What will your group be working on for the next six months?

We will continue to promote and review the PLA webinar submissions as well as any other additional task put forth by our PLA liaison.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

I would suggest developing a revised rubric for judging continuing education submissions that evaluates the quality of the presentations and as well as the how the workshops align with the PLA strategic plan.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

Not at this time

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

Everything has run very smoothly

Today's Date

08/24/2019



Digital Literacy Committee April-August 2019 Report

Committee/group name:

Digital Literacy Committee

Chair name:

Monica Dombrowski

Chair email address:

monicad@sycamorelibrary.org

Staff liaison:

Scott Allen

This report represents work done:

April-August

How many times did your group meet during this reporting period?

4-6

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Created a draft technology proficiencies checklist/resource list.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Transformation

Second Activity

Published an article " 5 Tips for Teaching Tech to Seniors" in PLA's online magazine.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Transformation



Digital Literacy Committee April-August 2019 Report

Third Activity

Presented a News You Can Use session at ALA Annual 2019 entitled "The Digital Literacy Frontier: From Broadband Access to Skill Development."

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Leadership
- Transformation

Fourth Activity

Presented a program at ALA Annual 2019 in partnership with LITA entitled "Creating Tech Partnerships for Libraries Small to Large."

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Leadership
- Transformation

Fifth Activity

Implemented a partnership with Microsoft entitled "DigitalLead: Rural Libraries Creating New Possibilities."

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Organizational Excellence
- Transformation

What will your group be working on for the next six months?

Rolling out the technology proficiencies checklist and creating an assessment tool to support it; expanding user resources for the DigitalLead partnership program; developing several educational opportunities that include a webinar, a program for the 2019 ARSL conference, a program for the Computers in Libraries 2020 conference; holding a focus group of small and rural librarians' development needs at the 2019 ARSL conference; creating user pathways for the DigitalLearn website based on role; creating a plan to keep the 85+ classes on the DigitalLearn website updated; on-boarding six new committee members.



Digital Literacy Committee April-August 2019 Report

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

We have been discussing the idea of a paid internship to help us keep the DigitalLearn classes updated but still need to work out some details. We hope to have something ready for consideration by to the Board for their March 2020 meeting.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

LITA. Perhaps some of their members would be willing to work with us to create an evaluation tool that libraries could use to assess technology proficiencies of their staff.

Have there been any issues related to meeting participation/attendance for any of the group's members?

Yes (if yes, PLA will contact you for more information)

Is there anything PLA could have provided during this time that would have helped your group with its work?

Not at this time.

Today's Date

08/22/2019



Measurement, Evaluation and Assessment Committee April-August 2019 Report

Committee/group name:

Measurement, Evaluation and Assessment Committee

Chair name:

Linda Hofschire

Chair email address:

Hofschire_L@cde.state.co.us

Staff liaison:

Emily Plagman

This report represents work done:

April-August

How many times did your group meet during this reporting period?

2-3

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Spring 2019 Virtual Meeting: Updates on all work relevant to committee activities (Project Outcome - new health survey added, discussed results of University of Michigan study of existing PO data, ACRL's launch of Project Outcome for academic libraries; PLDS - how the pause for 2019 will be communicated to the field as well as overview of all-day meeting at Annual to discuss changes to the PLDS; Impact Survey - PLA will now manage this initiative).

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Organizational Excellence
- Transformation

Second Activity

2019 ALA Annual Committee Meeting:



Measurement, Evaluation and Assessment Committee April-August 2019 Report

Discussed the following Project Outcome topics:

1) How to bring more libraries on and how to support the 10% of US public libraries already using the tool. Suggestions included an in-person presentation for COSLA, and targeted outreach to certain types of libraries that are less likely to be using PO, such as large city libraries.

2) Requests from public libraries to use some of the academic Project Outcome survey topics - in particular, space, and digital & special collections. At this time, the committee decided not to add these topics to PO for public libraries because some members thought that it was inappropriate to be measuring outcomes for space, and that if we tackle collections on the public side, we need to think more broadly than just digital & special collections.

3) Accessibility issues: PO users have reported that some patrons have trouble understanding/completing the surveys. The committee discussed simplifying the question language and response scales. PPO will be using PO surveys for their American Dream program, and we will get feedback from them regarding respondents' survey experiences.

We also received an update from Counting Opinions about the 2018 PLDS data collection. At the time of the meeting, the survey was still open, and the response rate was on track with past years.

Aligns with these Strategic Areas of Focus (select one or more)

- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Organizational Excellence

Third Activity

MEAC members met for a special, full-day meeting during Annual to discuss the future of the PLDS. An external facilitator - GMMB - planned and led the meeting. Committee members discussed topics including the purpose of PLA data collection, future trends that may impact public libraries (facilitated by Miguel Figueroa - ALA's Center for the Future of Libraries), various target audiences' data needs and challenges, what types of data and data tools public libraries need, and how to engage the field in discussions about the future of the PLDS.

Based on these discussions, the committee has developed an agenda for a series of town halls that will be conducted during the fall to engage the broader public library community in discussions about the future of the PLDS.

Aligns with these Strategic Areas of Focus (select one or more)

- Leadership
- Organizational Excellence

What will your group be working on for the next six months?

A primary focus will be the re-envisioning of the PLDS. The committee will conduct a series of in-person and virtual town halls to engage the field in discussions about this topic, and will work with PLA staff to develop a new data collection instrument/platform for public libraries.



Measurement, Evaluation and Assessment Committee April-August 2019 Report

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

ACRL Project Outcome, Committee on Research and Statistics

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

No - thank you for your support.

Today's Date

09/03/2019



Membership Advisory Group April-August 2019 Report

Committee/group name:

Membership Advisory Group

Chair name:

Kimberly Hagen

Chair email address:

khagen@chipublib.org

Staff liaison:

Samantha Lopez

This report represents work done:

April-August

How many times did your group meet during this reporting period?

1

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

The main activity of the Membership Advisory Group was to write and send welcome emails to the new registered members of the PLA organization. All advisory group members sent emails to new PLA members across the United States and Canada. Advisory members also answered any questions new members had about the PLA organization.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

Second Activity

PLA Membership Advisory Members also promoted PLA activities, upcoming events, and workshops through the welcome emails to inform new PLA members about what the organization has to offer them.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness



Membership Advisory Group April-August 2019 Report

- Organizational Excellence

What will your group be working on for the next six months?

The group will be continuing with the welcome emails as we have received appreciative feedback from new members. Also advisory members will be planning a members-only event for the 2020 PLA Conference.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

PLA 2020 Conference Committee

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

No - we enjoyed communicating through ALA Connect.

Today's Date

08/19/2019



PLA 2020 Conference Program Subcommittee April-August 2019 Report

Committee/group name:

PLA 2020 Conference Program Subcommittee

Chair name:

Juliane Morian

Chair email address:

jmorian@cimpl.org

Staff liaison:

Angela Maycock

This report represents work done:

April-August

How many times did your group meet during this reporting period?

1

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Individual subcommittee members independently reviewed 588 program proposals for the 2020 PLA Annual Conference in May 2019. This was a record-setting total, and in order to have each proposal reviewed three distinct times, it required each member to evaluate approximately 150 proposals according a 5-point rubric system.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Transformation

Second Activity

Met at ALA Annual conference in Washington, D.C. to determine which session topics to advance to the final slate of conference offerings for the PLA Annual Conference in 2020. We deliberated for 6 hours and were able to identify 107 of our 120 program and preconference slots.



PLA 2020 Conference Program Subcommittee April-August 2019 Report

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Transformation

Third Activity

The chair served as a panelist, representing the PLA Conference Program Subcommittee, at an ALA Annual program and spoke about ways to create a standout national-level program proposal.

Aligns with these Strategic Areas of Focus (select one or more)

- Leadership

Fourth Activity

Met virtually to debate approximately 15 remaining slots with special attention focused on filling in gaps in various programming categories, forecasting emerging trends or topics of interest in 2020, and advancing those speakers or issues that have been historically marginalized.

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Leadership
- Transformation

What will your group be working on for the next six months?

The PLA Conference Program Subcommittee introduced two new initiatives with this year's program proposal form: asking the applicant if they want to receive coaching (if accepted) or feedback on their proposal (if rejected). 57% of the accepted speakers requested coaching or mentoring from an experienced presenter. 91% of rejected sessions requested feedback on their proposal. The subcommittee members, along with the PLA staff, have to develop an efficient and effective method to deliver the requested follow-up.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?



PLA 2020 Conference Program Subcommittee April-August 2019 Report

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

While we have worked closely EDISJ, I do not anticipate additional collaborations at this time.

Have there been any issues related to meeting participation/attendance for any of the group's members?

Yes (if yes, PLA will contact you for more information)

Is there anything PLA could have provided during this time that would have helped your group with its work?

No, the support the PLA staff did offer was tremendous.

Today's Date

08/28/2019



Public Libraries Advisory Committee April-August 2019 Report

Committee/group name:

Public Libraries Advisory Committee

Chair name:

mary rzepczynski

Chair email address:

mrzepczynski@dtdl.org

Staff liaison:

Kathleen Hughes

This report represents work done:

April-August

How many times did your group meet during this reporting period?

1

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Developed "job descriptions" for three columnists in Public Libraries. Selected three new editors: The Wired Library - Nick Tanzi; Best Practices- Krista Riggs; Perspectives - Laura O'Grady

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Organizational Excellence

Second Activity

Selected the themes for the 2020 volume year:

January/February - EDISJ

March/April - Reimagining Library Roles/Job Descriptions

May/June - Design Thinking/UX

July/August - Library as Third Space

Sept/Oct - Civic Engagement



Public Libraries Advisory Committee April-August 2019 Report

November/December - Psychological Well-being Staff & Patrons

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness
- Equity, Diversity, Inclusion and Social Justice
- Organizational Excellence

Third Activity

We discussed tweaks to www.publiclibrariesonline.org.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

Fourth Activity

Unveiled the re-design of Public Libraries, it is now cleaner and more modern.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

What will your group be working on for the next six months?

Developing a new rubric for the feature article contest.

Continuing to provide feedback for the website as requested.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

Not at this time.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Not at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

Not at this time.

Have there been any issues related to meeting participation/attendance for any of the group's members?

No



Public Libraries Advisory Committee April-August 2019 Report

Is there anything PLA could have provided during this time that would have helped your group with its work?

No, Kathleen Hughes does an excellent job keeping us on track.

Today's Date

08/15/2019



Task Force on Equity, Diversity, Inclusion and Social Justice April-August 2019 Report

Committee/group name:

Task Force on Equity, Diversity, Inclusion and Social Justice

Chair name:

Amita Lonial

Chair email address:

Amita.Lonial@gmail.com

Staff liaison:

Scott Allen

This report represents work done:

April-August

How many times did your group meet during this reporting period?

2-3

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Our primary focus has been on the 3 regional trainings in Denver, Charleston, and Chicago. Each training's first day has been led by Mia Henry followed by a 2nd half day led by various practitioners from the GARE network. The content on the 2nd day has been refined over the last 2 convening.

Aligns with these Strategic Areas of Focus (select one or more)

- Equity, Diversity, Inclusion and Social Justice

What will your group be working on for the next six months?

Transitioning in our new co-chairs and setting new TF priorities. We are hopeful the new members of our group will add to our overall capacity.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

N/a



Task Force on Equity, Diversity, Inclusion and Social Justice April-August 2019 Report

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

Organizational assessment tool

Online library/portal for policies, interview questions, etc.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

2020 Census

Health Literacy

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

You all are awesome!

Today's Date

09/04/2019



Technology Committee September-March 2019 Report

Committee/group name:

Technology Committee

Chair name:

Henry Miller Bankhead

Chair email address:

henry.bankhead@cityofsanrafael.org

Staff liaison:

Steven Hofmann

This report represents work done:

September-March

How many times did your group meet during this reporting period?

1

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.**First Activity**

PLA technology committee met at ALA 2019 midwinter in Seattle as well as at ALA Annual 2019 in Washington, D.C. During the meeting at MW the committee decided to sponsor a presentation at Annual 19 about Code for America and the Public Library. Chair Henry Bankhead and Anastasia Diamond-Ortiz submitted a proposal entitled "Code for America and Your Public Library: How to Harness the Awesome Power of the Collective Will Using Open Data" that was accepted. <https://www.eventscribe.com/2019/ALA-Annual/fsPopup.asp?Mode=presInfo&PresentationID=496228>. The committee had a lengthy discussion on <https://connect.ala.org/pla/> to organize and support the presentation.

Aligns with these Strategic Areas of Focus (select one or more)

- Transformation

Second Activity

We are planning a program on Privacy issues for the 2020 ALA Annual conference. Anastasia Diamond-Ortiz and a number of other committee members are collaborating on <https://connect.ala.org/pla/communities/community-home> to organize a presentation, recruit speaker and submit a conference proposal.



Technology Committee September-March 2019 Report

Aligns with these Strategic Areas of Focus (select one or more)

- Advocacy and Awareness

What will your group be working on for the next six months?

Conference proposal for ALA Annual 2020 and planning for meeting before PLA conference 2020.

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

no

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

program on Privacy and the Public Library

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

no

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

Steve Hoffman's assistance is priceless.

Today's Date

09/03/2019



Web Content Working Group April-August 2019 Report

Committee/group name:

Web Content Working Group

Chair name:

Theresa Jehlik

Chair email address:

tjehlik@omahalibrary.org

Staff liaison:

Steven Hofmann

This report represents work done:

April-August

How many times did your group meet during this reporting period?

4-6

Please summarize work accomplished, decisions made, and follow-up actions determined during this reporting period.

First Activity

Did an informal survey with committee members and other librarians. There was confusion about the purpose of the Professional Tools on the website, some content was very outdated, and many weren't even aware of the Professional Tools' existence. All agreed that unless Google pushed the PLA content to the top of the Results page, it wouldn't be found.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

Second Activity

Looked at the Google Analytics from the last year to determine the use of the Professional Tools. 57 different tools got 149 or more hits in that time period. The heaviest hitters were Community Engagement Outreach, Marketing Strategies, Programming Resources, and Careers with 3000+ page views. Assigned sections for updating to 5 committee members.

Aligns with these Strategic Areas of Focus (select one or more)



Web Content Working Group April-August 2019 Report

- Organizational Excellence

Third Activity

Committee members worked on updating their sections and logged the hours they spent on the project. A rough estimate was 40 hours which did not include watching or listening to videos and podcasts to assess currency. Although much of the content was dated, it was hard to find anything current to replace it. This was especially true for the Technology and Virtual Reference sections. Our overall conclusion was that when an idea or service is new, there was lots of content. However, after a few years, there was nothing new on the topic. Did it just go away or was it institutionalized into library land?

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

Fourth Activity

Discussed the Hanging Sections. Careers in Public Libraries -- needs constant care as a pdf on library jobs and a salary survey link was 10 years old -- learned that current salary information is behind a paywall. Resources for Libraries Serving Persons Experience Homelessness -- the group felt this didn't belong in the Professional Tools and thought it would fit better with the Social Worker Task Force. Post-Election Resources -- very dated and another election has occurred since the page was posted -- most of the content dealt with diversity and inclusion which would fit better with the Equity, Diversity, Inclusion, and Social Justice Initiative.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

Fifth Activity

Created a list of the inconsistencies in style throughout the entire page for Steve to "fix" on the website. Recommended that next year's group go through the entire website and make recommendations for removing, revising, and/or merging sections. Debated whether the Professional Tools should be trend spotters or evergreen but came to no conclusion. Recommended a new section on Sustainability to align with ALA initiatives.

Aligns with these Strategic Areas of Focus (select one or more)

- Organizational Excellence

What will your group be working on for the next six months?

Work in the next six months will be determined by the incoming chair.



Web Content Working Group April-August 2019 Report

Does the group have any policy recommendations, ideas with financial impact, or other items to bring to the PLA Board for discussion or action?

No

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?

No

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?

If the Professional Tools want to capture library trends, it might be best to work with the various initiative groups to collect and curate content in a timely manner.

Have there been any issues related to meeting participation/attendance for any of the group's members?

No

Is there anything PLA could have provided during this time that would have helped your group with its work?

No

Today's Date

08/27/2019

TO: PLA Board of Directors
RE: PLA Initiatives Report
DATE: Sept. 25, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Information

ACTION REQUESTED BY:

N/A

DRAFT OF MOTION:

N/A

DIGITALLEARN.ORG

Submitted by Leighann Wood, Program Manager

In 2019, digitallearn.org has seen a rapid increase in usage: 16% are returning visitors and 83% (55,424) are new users out of 56,767. Our most popular course modules are (in order of popularity): 1) Getting Started on a Computer; 2) Using a PC, Windows 10; 3) Navigating a Website; 4) Why Use a Computer; 5) Intro to Email. In FY20, DigitalLearn.org will see the addition of 4 new courses: How to Use YouTube; How to Prepare to Enroll in Health Insurance; the additional two course topics are TBD. We are preparing to sign on three additional digitallearn.org subsite contracts to the Cleveland Foundation, York Public Library and Cranston Public Library, which will grow our subsite cohort from 8 to 11.

DATA INITIATIVES

- **MEASURES THAT MATTER**

Submitted by Larra Clark, Deputy Director

COSLA is working to schedule the initial convening of the Public Library Data Alliance (PLDA) before the end of 2019. The concept behind the PLDA is that it will be an ongoing, independent group with representation from major library association leadership and stakeholders from the library and library-interested fields. Its purpose is to advance public library data gathering and use that aligns with community needs. The PLDA is not intended to duplicate existing bodies such as IMLS's Library Statistics Working Group (LSWG) or PLA's Measurement, Evaluation, and Assessment Committee (MEAC). Instead, it was conceived to provide thought leadership, propose strategic actions, and create a communications infrastructure for the field. The Measures that Matter group, led by COSLA, plans to issue a call for non-association seats on the PLDA sometime in the fall. PLA, along with ALA, COSLA, ARSL, NISO, and ULC are founding members of the PLDA. At this meeting, the board will be asked to approve a non-binding MOU related to our collaborative work.

IMLS awarded a new round of funding to COSLA to implement the next phase of its Measures that Matter work. The funded project includes a new evaluation component that will focus in on library activities relating to workforce development, a contributing factor to community wellbeing. The [press announcing the award release states](#): "Libraries across the U.S. offer services, training and information aimed at meeting the workforce needs in their communities." Said Timothy Cherubini, Executive Director of COSLA. "The intention behind this pilot is to develop a meaningful approach to measurement of library-based workforce development

activities and to assess whether this approach could be used to measure other library activities as they relate to different components of community wellbeing.”

- **PROJECT OUTCOME**

Submitted by Emily Plagman, Manager, Impact and Advocacy

In August, PLA and ACRL traveled to IFLA to present on Project Outcome and announce that it is now available worldwide for both public (as of August) and academic (as of April) libraries. The presentations were well received and eight international users have signed up since the presentation: Portugal, Zambia, Ireland, Algeria, Belgium, Croatia, New Zealand, and Australia but no survey responses have been collected yet.

During the Measurement, Evaluation and Assessment Committee meeting at Annual, the Public Programs Office presented its findings from the [National Impact of Library Public Programs Assessment](#), a white paper developed in partnership using PLA Project Outcome data. The findings outline characteristics and categorizes of public programs and also outlines key competencies of staff in charge of public programming. Of note, the key competencies paper could be a useful tool for libraries hiring for programming positions.

- **PUBLIC LIBRARY DATA SERVICE SURVEY (PLDS)**

Submitted by Emily Plagman, Manager, Impact and Advocacy

The Measurement, Evaluation and Assessment Committee (MEAC) hosted three meetings in September to gather feedback about their data use and needs for decision-making and advocacy, as well as gather initial reactions to the three proposed draft models for changing the PLDS. One focus group was held at the Association for Rural and Small Libraries Conference and two online Town Hall meetings were held by PLA and moderated by MEAC members. Almost 200 library staff, primarily from public libraries, have contributed feedback to the meetings thus far. Of those contributors, about half are familiar with the PLDS and the other half were not. In general, the data collected points to the following conclusions:

- Libraries need more and better data that aligns with key operating decisions tied to staffing, salary, and programming allocations; benchmarking and/or peer comparison are critical elements in this kind of work and the current tools (PLDS and PLS) could be improved to help with this work.
- Staff believe there is a lack of good data that would help them with other non-operational activities, especially as it relates to communicating value of the library to the community.
- Resources, training and support will need to be incorporated into any new data collection tool to help support and increase its use.
- However, libraries, particularly the smaller ones, are concerned about the any new data collection and have concerns about the capacity to report into a new tool as well as lack the confidence or skills needed to report and use data tools effectively (or at all).

PLA staff will conduct a formal analysis of the feedback and work with the MEAC to develop an updated concept of a new PLDS model that could potentially address key data needs identified by respondents. PLA is in the process of hiring a consultant to help prioritize preferred vendors

to develop the new site and data collection tool. The recordings and update information can be found here: <http://www.ala.org/pla/resources/publications/plds>.

- **IMPACT SURVEY**

Submitted by Emily Plagman, Manager, Impact and Advocacy

No updates from Annual. The text from the last meeting was as follows: “PLA has taken over management of University of Washington’s Impact Survey. At this time, the survey can be accessed via the PLA site: <http://www.ala.org/pla/initiatives/impactsurvey>. Over time, however, PLA will work to build a tool that allows for online administration of the survey. Timeline for planning and implementation of the survey tool are still TBD.”

HEALTH INITIATIVES

- **LIBRARIES CONNECTING YOU TO COVERAGE**

Submitted by Leighann Wood, Program Manager

PLA and Community Catalyst support libraries to promote awareness of health insurance enrollment. PLA was awarded a second round of funding from Community Catalyst (originally sourced from the Robert Wood Johnson Foundation), along with several other national partners to disseminate information and resources to promote health insurance enrollment as a part of the Affordable Care Act. PLA will receive roughly \$109,000 in grant funds from Community Catalyst to conduct outreach using our national platforms, and events and communication channels to promote strategies and resources for libraries to promote enrollment in the Marketplace, including offering libraries \$500 to conduct their own outreach and educational activities. To augment efforts of libraries and others to teach members how to enroll online, PLA will develop 2 new courses on its DigitalLearn.org site to teach about the enrollment process, as well as develop additional resources for patrons and staff to learn more about enrolling in health insurance and to achieve better health outcomes.

- **BRINGING PUBLIC HEALTH ORGANIZATIONS AND PUBLIC LIBRARIES TOGETHER**

Submitted by Scott Allen, Deputy Director

PLA is partnering with the National Network of Libraries of Medicine Greater Midwest Region and the University of Iowa Prevention Research Center (UIPRC) to provide resources and educational opportunities that highlight the benefits of collaboration between public health organizations and public libraries. The UIPRC has a small grant to fund this work. The three organizations have set up an advisory group (including three PLA members), and will conduct a thorough assessment including literature reviews, focus groups, and more. A second phase will focus on resource identification. This stage of the project will involve collecting existing materials and tools to feed into the development of practical toolkits that aid both public health and public library organizations in developing partnerships. Possible topics to cover include: Priorities in Public Health/Public Libraries; How to Create and Sustain Partnerships; Building Relationships into Strategy and Mission; Finding Funding; and Emerging Public Health Issues.

REGIONAL TRAININGS

- **SPACE PLANNING**

Submitted by Symone Villasenor, Project Manager

In an effort to expand its regional training and educational programs, PLA is offering three *Space Planning: Reinventing Your Library Space* workshops this year. Events will be held at the following dates and locations:

1. Palo Alto, California on Friday, November 8, 2019
2. Portland, Oregon on Friday, November 22, 2019
3. Jacksonville, Florida on Thursday, December 12, 2019

The all-day workshops will be facilitated by New York University professor and Forbes contributor David Vinjamuri. The workshop is recommended for all library staff and stakeholders that are interested in learning how to plan library space. It will benefit those libraries who are planning a renovation, building out a new space, looking to improve circulation, or endeavoring to enrich the use of their community spaces. Registration covers attendance, lunch, assorted handouts, and a copy of David Vinjamuri's downloadable Space Planning Guide. Space is being generously donated by Palo Alto City Library, Multnomah County Library, and Jacksonville Public Library.

- **EQUITY STARTS WITH US**

Submitted by Scott Allen, Deputy Director

After the training planned for October at Chicago Public Library sold out in August, over two months before the event, the PLA Task Force on Equity, Diversity, Inclusion and Social Justice (EDISJ) worked quickly to plan a fourth training event for 2019, which will be held December 9-10, 2019 at the Toledo Public Library. About 400 people will have participated in the trainings in 2019. The Task Force is currently planning 5-6 events in 2020, starting by late spring, and has identified potential host libraries in different regions of the country

STRATEGIC PLANNING

Submitted by Symone Villasenor, Project Manager

PLA is expanding its strategic planning training to better address the needs of membership. Our membership has indicated that it would like to emerge from training sessions with an actionable and solid plan. Additionally, it wants modernized and updated training sessions and materials. PLA staff have examined existing strategic planning materials, including past Dynamic Planning Institute materials, and leveraged membership feedback to better understand what content PLA has and where gaps exist between what we have and what membership wants. Based on this information gathering, we envision creating a brand-new strategic planning toolkit publication. It will be a self-directed learning tool with lots of exercises and templates to get members started on their own strategic plans. We have created a Request for Proposal that was sent out to multiple library consultants and subject matter experts. To date, we have three proposals, and expect at least one more. In early October, members of the PLA team will review the proposals and select a consultant to develop this toolkit publication. Our projected timeline to complete this work is the end of the first quarter of 2020.

INCLUSIVE INTERNSHIP INITIATIVE

Submitted by Mary Hirsh, Deputy Director

The 2019 III cohort met in Washington D.C. the weekend of September 20-22 [for a wrap up event](#). The group met at the Library of Congress the first day, where they received greetings from ALA President-Elect Julius C. Jefferson, Jr. and LC Deputy Library Mark Sweeny. Following a tour of the Jefferson Building, each intern made a five-minute presentation. Interns were asked to describe the impact of the internship on themselves, the library, and the community. Presentations continued on the second day. The event concluded with career and college resource breakouts.

PLA received a fourth round of funding from IMLS to support III in 2020. IMLS awarded PLA \$313,606 with a match of \$356,109 from PLA. The [application to host an intern](#) will open in January.

2020 CENSUS

Submitted by Larra Clark, Deputy Director

A great deal of activity has occurred since our June 2019 report, most significantly that the US Supreme Court ruled against the Trump administration's proposed addition of a question about citizenship status, and the White House abandoned further efforts. Since publishing the Libraries' Guide to the 2020 Census, ALA/PLA has released downloadable artwork and a tip sheet on how public libraries can increase awareness of 2020 Census hiring. Resources will continue to be added at www.ala.org/census, including a customizable presentation template and additional tip sheets. Census Task Force Chair Tracy Strobel was one of two speakers that participated in a national tele-town hall meeting organized by the AARP about the census at the end of September. AARP estimated about 200,000 AARP members would join the two online sessions focused on educating listeners on the facts about Census, opportunities it presents from a part-time work perspective, how to avoid Census scams, and where to find more information/resources. PLA Deputy Director Larra Clark joined state legislators from Rhode Island, New York and Pennsylvania on a 2020 Census panel at the council of State Governments-Eastern Regional Conference in July, and with ALA-PLA Taskforce member Karen Mellor twice at the Association of Rural and Small Libraries. Both [ARSL sessions](#) were packed, and the Census Bureau Director Dr. Steven Dillingham attended the second session and recognized public libraries for their work in supporting a complete census count. All of these speaking opportunities have provided significant visibility and training for public libraries. PLA board member and Census Task Force member Kelvin Watson will speak at an ALA Midwinter Meeting program Saturday, January 25, entitled "2020 Census: How Libraries Can Support a Complete Count," and a program also is planned for the PLA National Conference.

FAMILY ENGAGEMENT INITIATIVES

Submitted by Scott Allen, Deputy Director

- **EDUCATIONAL PROGRAMMING**

The Task Force has new co-chairs (Jo Giudice, Dallas Public Library, and Ashley Brown, Auburn Public Library) and six new members, along with three continuing members. The Task Force continues to prioritize creating educational opportunities for library staff and partner organizations to learn about the public library role in FE. Two sessions are planned for the National Center on Families Learning conference (November, Louisville, KY) and a half-day preconference is planned for PLA 2020 in Nashville. Discussions are also underway for joint education and outreach work with Zero to Three, the Administration on Children and Families Head Start Bureau, Learning Heroes, K12 Learning Academy, and other partners.

- **PRODUCT DEVELOPMENT**

The Task Force's primary focus in 2020 will be launching a 7-session online subscription series for libraries. We hope to recruit 30 libraries, paying \$500-\$600 each (tentative) for two seats in the series. Each cycle will consist of two FE framework topics (example: raise up and reach out) with 4-5 weeks between each session. Pre-work, likely exercises or assessments, will be sent to complete prior to each virtual session. At the virtual session, the instructor/presenter will facilitate a large group discussion surrounding the pre-work and present a handful of slides that hit upon the key points of each topic. Then during the sessions, participants will breakout into small groups to discuss their library's work, the pre-work exercises, and plans for the future. PLA will collect data via an assessment included as prework or as a part of an application process. Additionally, we will have a networking component housed in ALA Connect. After the 7-part series, registrants will have 5 months to continue to access the ALA connect group and all its resources.

- **SCIENCE KITS FOR PUBLIC LIBRARIES**

The Institute of Electrical and Electronics Engineers, Chicago Chapter was referred to PLA in the spring of 2019. IEEE-Chicago has provided ~\$1,500 grants to public libraries, including all 80 branches of the Chicago Public Library, for many years to develop and circulate science kits. In 2019-202, they are doing a pilot program to expand this from the Chicago area to IEEE Region 4 (10 midwest and nearby states). Once the expansion is successful, they will expand nationally so all IEEE chapters/regions participate. PLA has agreed to a *collaboration* with IEEE and will help promote this work, eventually considering a *partnership* if the project goes national and is sustained over time. PLA will promote grant opportunities to public libraries and may use some of the funded libraries' stories/examples in family engagement work. IEEE recruited Marilyn Genther, retired from the Mount Prospect Public Library where she served as Executive Director for 30 years, as a volunteer lead on this project, and also unveiled a new [SKPL - Science Kits for Public Libraries](#) web site which includes PLA's logo.

- **MISCELLANEOUS**

In June 2019, Jo Giudice represented ALA and PLA at an event for Congressional staff members entitled "Libraries Advance Literacy and Prevent the Summer Slide," impressing attendees and Washington Office staff with her remarks about the breadth of public library support to families. A subcommittee of the Task Force is developing a white paper on computational thinking, which may lead to future product and educational program development. Finally, a preliminary proposal was submitted to IMLS for a joint PLA/NCFL project to explore how public libraries can best engage Latinx families in program development.

TO: PLA Board of Directors
RE: PLA Operations Report
DATE: October 1, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Information

ACTION REQUESTED BY:

N/A

DRAFT OF MOTION:

N/A

MEMBERSHIP

Submitted by Samantha Lopez, Manager, Marketing and Membership

PLA Membership	FY19	FY18 (Conference)	FY17	FY16 (Conference)
New Members	968	2248	1012	1593
Renewed Members	6168	6167	6108	6273
Reinstated Members	689	1201	674	1123
Dropped Members	3317	2155	2867	1862
End of FY (August)	7506	9004	7389	8440
High	9341	9744	8811	9242
Average	8644	9341	8295	8771

The PLA member retention rate was low in FY19 (67.4%), but we were also coming off a peak membership year. March FY18 (Conference) saw its highest membership (9,744) since FY12. As of August 2019, ALA membership was 56,049, a 3.14% decline from 2018. ALA Membership has reported a 2% decline in division membership when compared to FY17, and a 4.7% decline when compared to FY18.

DUES FY20

PLA dues will increase in FY20. Since September 2015, dues increases have been based on annual average increases in the national Consumer Price Index (CPI), rounded up to the nearest dollar.

FY20 Dues Adjustment by Type tied to CPI Adjusted by 2018 Calendar Year CPI = 2.44% Rounded up to nearest dollar					
Member Type	FY19 Dues	CPI 2.44%	Nearest Dollar Adjustment Rounded Up	FY20 Dues	ALA FY20 Dues
Regular	\$75.00	\$1.83	\$2.00	\$77.00	\$74.00–\$148.00
Student	\$33.00	\$0.81	\$1.00	\$34.00	\$39.00
Retired/Non-salaried	\$54.00	\$1.32	\$2.00	\$56.00	\$53.00

Corporate	\$106.00	\$2.59	\$3.00	\$109.00	Varies
Organizational	\$106.00	\$2.59	\$3.00	\$109.00	Varies

FUNDRAISING

Submitted by Scott Allen, Deputy Director

PLA effectively wrapped up the campaign to raise \$7,500 for PLA 2020 scholarships as part of PLA's 75th anniversary, raising \$6,984 from 94 donations through the end of Fiscal Year 2019 (and an additional \$367 in September 2019). No further solicitations are planned for PLA members until late November in coordination with Giving Tuesday and the ALA year-end appeals which begin at that time and continue through December.

In terms of grant support, PLA received an out-of-cycle extension to support a fourth cohort of the Inclusive Internship Initiative, IMLS grant RE-00-17-0129-17. This IMLS Librarians for the 21st Century grant will enable PLA to engage 50 public libraries in offering paid, mentored internships to high school students over summer 2020. IMLS awarded PLA \$313,606. PLA will contribute an additional \$356,109 in matching and in-kind contributions. Also, PLA was awarded a second round of funding from Community Catalyst (originally sourced from the Robert Wood Johnson Foundation), along with several other national partners, to disseminate information and resources to promote health insurance enrollment as a part of the Affordable Care Act. PLA will receive roughly \$109,000 in grant funds.

Efforts continue to secure sponsorships for PLA 2020 through PLA's vendor, Corcoran, with the goal of raising \$100,000 in revenue for sponsorships, similar to 2018. Staff also drafted an infographic similar to what ALA produces highlighting where a PLA dollar comes from and where it goes. Over Fiscal Years 2017 and 2018, about 53% of PLA's revenue was from grants

COMMUNICATIONS

Submitted by Laurence Deutsch, Manager, Communications

Since its last report to the PLA board, submitted on June 3, 2019, PLA has issued 15 press releases and co-issued three others with ALA. There have also been four electronic newsletters, 33 email blasts, and numerous other communication pieces. Areas of primary focus of PLA communications during the reporting period include:

- #eBooksForAll campaign against Macmillan Publishers' eBook lending embargo (with ALA);
- 2020 PLA Awards & Grants;
- ALA reorganization and work of the Steering Committee on Organizational Effectiveness;
- DigitalLead: Rural Libraries Creating New Possibilities (project-partnership with Microsoft);
- Financial Wellbeing Project-Partnership (with Capital One & ALA);
- Global Libraries Legacy Partnership collaborative communications (with IFLA & TASCHA);
- Inclusive Internship Initiative;
- Libraries Connecting You to Coverage health insurance enrollment initiative;
- Libraries Lead with Digital Skills (project-partnership with Google & ALA);
- Opioid Crisis Response project-partnership (with OCLC);

- PLA 2020 Conference;
- PLA 75th Anniversary;
- PLA Programming at the ALA Annual Conference; and
- Re-envisioning of Public Library Data Service survey;

For the #eBooksForAll campaign, PLA is actively supporting ALA's Communications & Marketing Office and Public Policy & Advocacy Office in a variety of ways, including by drafting press releases; creating content for ALA's social media channels; maintaining and updating an [eBook lending & pricing](#) web page on the PLA site; sharing messages with PLA members on social media, via direct email and in *PLA e-News*.

From ALA's Public Policy & Advocacy Unit and Communications & Marketing Office respectively, PLA has received one request to sign a local library advocacy letter (to Kansas Governor Laura Kelly) and interview requests from the following ten media outlets:

- *AARP*, the American Association of Retired People magazine
- *Denton Record-Chronicle* (Denton County, Texas)
- *KCUR*, NPR affiliate station in Kansas City
- *La Salle News Tribune* (La Salle, Illinois)
- New York City Bureau of the Associated Press
- *Next Avenue*, a PBS-affiliated national online magazine
- *Stateline*, a Pew Charitable Trust publication
- The Food Network magazine
- *The Wall Street Journal*
- Xinhua, a Chinese news agency

All nine media interviews were graciously accepted by the PLA president or a designated board member.

TO: PLA Board of Directors
FROM: Angela Maycock, Manager of Continuing Education, amaycock@ala.org
RE: Continuing Education
DATE: September 29, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report
ACTION REQUESTED BY:
DRAFT OF MOTION: N/A

OVERVIEW

This report covers evaluation results from PLA educational programming at the 2019 ALA Annual Conference as well as PLA online learning.

KEY CURRENT ACTIVITIES/METRICS

PLA @ ALA Annual Conference

At the 2019 ALA Annual Conference in Washington, DC, PLA offered a half-day preconference for 72 attendees titled, “Librarians and Social Workers: Partnerships that Work for Connecting People in Need” along with 17 PLA sponsored programs. Attendance at all PLA sponsored educational programming in DC (programs and preconference) totaled 2,517. PLA used Project Outcome based paper surveys to evaluate its programs and preconference at Annual Conference. See attached memo for full attendance and evaluation results.

PLA 2020 Conference

See PLA 2020 Report for update on programming for the PLA 2020 Conference in Nashville.

PLA Online Learning

Since our last update to the Board in May 2019, PLA has offered the following free webinars:

Date	Title	Registration
June 4	The Public Library’s Role during Elections: Voter Education in the Age of Misinformation	629
July 30	DigitalLead Hotspot Lending	721
August 15	Project Outcome: Learning Good Data Visualization	1009
September 26	DigitalLead Building Digital Skills	901

At the same time, PLA has accelerated its paid webinar offerings. “It’s All in the Data: Unreturned Materials as Barriers to Access” was offered on July 11 to 125 paid attendees, and “Understanding Trauma-Informed Approaches in Public Libraries” was offered on September 24 to 117 paid attendees. Given these results, PLA will continue to pursue paid webinars, with events planned for October, November, and December 2019 and into 2020.

PLA will close its next biannual call for webinar proposals on November 30. The last call generated 10 proposals that were reviewed by the Continuing Education Advisory Group and resulted in 6 webinars selected for presentation in 2019 and planned for early 2020.

BUDGET

PLA's revenue on paid webinars in 2019 has been significant. The series of two Cultural Intelligence (CQ) webinars offered in April 2019 generated \$9,194; the Unreturned Materials webinar generated \$8,054; and the Trauma-Informed Care webinar generated \$8,933.

PLA's half-day preconference at ALA Annual Conference, "Librarians and Social Workers: Partnerships that Work for Connecting People in Need," generated a total of \$6,680 in revenue.

ASSESSMENT

PLA collects evaluation data on each of its continuing education offerings, using Project Outcome-approved questions to measure attendees' learning and confidence. PLA's intern, Carly Lawrence, aggregated evaluation data across continuing education offerings, which will help PLA better use past evaluation data to make decisions about future offerings.

PLA STRATEGIC GOAL LINK (check all that apply)

☐ TRANSFORMATION ☒ LEADERSHIP ☐ ADV. & AWARENESS ☐ E.D.I.S.J. ☐ ORG. EXCELLENCE

MEMORANDUM

TO: Emily Plagman

FROM: Eytan Kaplan

SUBJECT: PLA Conference Program Survey Analysis

DATE: August 7, 2019

This memo summarizes the data collected from post-program surveys administered to attendants of the PLA programs at ALA Annual in summer 2019. These programs spanned 4 days, from Friday, June 21st to Monday, June 24th. During this time, there were 17 programs covering a wide range of topics, as well as a preconference program. The total attendance to the non-preconference programs was 2,445 people. The total number of attendees including the preconference program was 2,517. Other than response rates, the analysis below does not include the preconference results.

Survey Format

Paper surveys were administered at the conclusion of each program and included 4 5-point Likert Scale questions, in which respondents circled a response from strongly agree to strongly disagree: “you learned something that is helpful,” “you feel more confident about what you just learned,” “you intend to apply what you just learned,” and “you are more aware of resources and services provided by the library”. In addition to these 4 questions, there were 2 open-response questions: “what did you like most about the program?” and “what could the library do to better assist you in learning more?” The response rates to these surveys varied highly between programs from about 5% to over 85%. The overall response rate for all programs was 28%. Refer to *figure 1* for a more detailed breakdown of program response rates.

Figure 1. Response rate breakdown by program

Program	Attendance	Responses	Response Rate
Preconference Program	72	61	84.72%
Building Equity From the Ground Up	150	31	20.67%
Co-Creating Library / Social Services Partnerships: A Statewide Collaboration	120	19	15.83%
Code for America and Your Public Library: How to Harness the Awesome Power of the Collective Will	50	16	32.00%
Confidently Negotiating Political and Financial Support for your Library	100	27	27.00%
Creating a Community Profile to Learn More about Your Current and Potential Patrons	130	21	16.15%
Empowering Digital Citizens: Public Programming to Fight Fake News	160	7	4.38%
Ensuring Everyone Counts (and is Counted) in the 2020 Census	170	73	42.94%

Establishing a Culture of Civility in the Library Workplace	250	87	34.80%
Food for Thought: Nourishing the Mind and Body at Public Libraries	180	61	33.89%
Going Deskless: Moving from Fort Reference to Point-of-Need Service	180	30	16.67%
Libraries and the Opioid Epidemic: Community-based Responses	170	35	20.59%
Performance Acceleration: A 21st Century Evidence-Based Approach to Managing Employees	200	56	28.00%
Ready, Set, Bank @ Your Public Library	80	33	41.25%
Safer Libraries: Building Staff Resiliency and Library Safety Branch by Branch	180	42	23.33%
Social Workers in Public Libraries: Lessons Learned	240	38	15.83%
What Makes a Successful Conference Proposal? Tips from PLA Experts	35	26	74.29%
XR (Augmented, Mixed, and Virtual Reality) Programming in Libraries	50	35	70.00%
Total	2517	698	27.73%

Likert Scale Questions

For each response, the answers to the Likert Scale questions were converted to numerical values, with 5.00 being strongly agree and 1.00 being strongly disagree. Then, the average value for each question was calculated for each program. This average calculation did not include answers for which nothing was circled. From the averages to each of these questions, an average score was calculated for each program. The average score for all programs was 4.29 out of 5, about a third of the way between agree and strongly agree. Using this as a benchmark for examining the other programs' scores, it is possible to determine which of the programs performed the best and the worst according to responses. The two best overall programs were "Creating a Community Profile to Learn More about Your Current and Potential Patrons," "Ensuring Everyone Counts (and is Counted) in the 2020 Census." When examining the answers to the open-ended questions, the main reasons attendants liked these two programs were strong presenters and resources, and a wide variety of information and panelists, respectively. The two worst overall programs rated at 3.82 and 4.02 and, according to the open-ended questions, the main complaints from attendants were too general information and weak presentation, and the presentation mainly felt like an advertisement for XR programming, respectively

Open-ended Questions

The open-ended comments for each response were coded and analyzed. For the first question, "what did you like most about the program?" the largest category was information, in which participants responded that they liked *the information presented to them* in the program the most. E.g. "so much useful info - I am pumped to bring this back to my community!" The second largest category for this question was *program*. This included all responses in which participants said that they enjoyed the activities that they did, or information covered within the program itself the most. E.g. "nice mix of lecturing + interaction at tables."

For the second question, “what could the library do to better assist you in learning more?” the largest category was *more resources*, which covered all responses in which participants stated that more resources would be beneficial to their learning. E.g. “provide materials / info about how to make a strong case to city officials about getting rid of annual reviews.” The second largest category for this question was *specific program*, which participants wanted to see specific programs in the future. The vast majority of these programs were webinars on the topics covered within the program.

Figure 3. “What did you like most about the program?”

Category	Responses	Percentage of Total
Program contents	177	31.27%
Program format	125	22.08%
Speakers	85	15.02%
Other	41	7.24%
Resources	36	6.36%
New Perspectives / Ideas	36	6.36%
Applicable to Their Library / Community	25	4.42%
Discussion / Interaction	15	2.65%
Negative Answer	13	2.30%
No answer	8	1.41%
Everything	5	0.88%

Figure 4. “What could the library do to better assist you in learning more?”

Category	Responses	Percentage of Total
More Resources	64	25.30%
Additional Programs	63	24.90%
No Answer	40	15.81%
More Information	38	15.02%
Other	21	8.30%
Improve Program	12	4.74%
Nothing	10	3.95%
Improve Speakers / More Speakers	5	1.98%

**PLA Board of Directors 2019 Annual Conference Meeting
Action Items/Discussions Requiring Follow Up**

The following actions were drafted based on discussion at the 2019 Annual Conference board meeting.

1. Financial Reports.

- a. FY20 Budget. PLA will increase the sustainability consultant funding to \$100,000 and double the other investment amounts during the next opening of the FY20 budget for revisions. (Macikas, Allen)

STATUS: ACCOMPLISHED and presented to the board during the September 5, 2019 conference call.

2. Long Term Investment (LTI).

- a. FY19 Investments. PLA will notify Finance to reinvest the FY19 interest back into the LTI and to move another \$50,000 from the fund balance to the LTI as part of FY19 closing procedures. (Macikas)
- b. Transfer of Funds into LTI. Before the fall 2019 PLA board meeting, a plan will be developed to provide greater flexibility for transferring funds from the fund balance into the LTI, with the goal of increasing the transfer by more than \$50,000. (Bohrer, Macikas). ALA's policy requires a two-year notification and this notification will be made.

STATUS: ACCOMPLISHED (a); Finance was notified in August 2019. ACCOMPLISHED (b); In lieu of a specific amount that has board approval, staff submitted the official request and provided a placeholder amount (\$350,000/year) to Finance.

3. ALA Overhead

- a. Finance (Leon, Brown) will be asked to correct the 10-year analysis of PLA's overhead payments, expenses, and effective overhead and resubmit to PLA for sharing with the board. (Bohrer, Macikas)

STATUS: IN PROCESS.

4. Steering Committee on Organizational Effectiveness (SCOPE).

- a. The Budget and Finance Committee will prepare recommendations related to the financial health of ALA and PLA, for consideration during the planned, SCOPE-related financial modeling process and the opening up of the operating agreement slated to occur in 2020. (Bohrer, Macikas)

STATUS: ON HOLD since the SCOPE financial group has not moved forward with any significant discussion of the operating agreement. Once the financial group and/or the implication group signal the financial modeling and operating agreement discussion will happen, B&F will begin preparing recommendations.

5. IFLA Section Reports

- a. An article on being involved in IFLA will be written for *Public Libraries* magazine to address the "mystery" of being involved, including issues such as cost for potentially two

international meetings annually, strategies to secure funds from friends groups or other sources, requirements of serving on IFLA committees, and how IFLA conferences and speaking duties differ from U.S. library conferences. (Hughes, Hill)

- b. PLA will promote the opportunity to apply for the IFLA/Systematic Public Library of the Year to members to encourage U.S. submissions. (Deutsch, Hill)
- c. An article on the United Nations General Assembly's Sustainable Development Goals (SDGs) will be published in *Public Libraries* magazine to promote them to U.S. public librarians. (Hughes, Anthony)

STATUS:

- a. IN PROCESS. Corinne Hill has been asked to draft this article but has not confirmed her intention to do so.
- b. IN PROCESS. Staff contacted Corinne Hill in July to request details on the 2020 IFLA/Systematic Public Library of the Year Award. The information is not yet available, and the IFLA Award web page is still showing the Call for Applications status as TBA.
- c. IN PROCESS. Carolyn Anthony is working on the article.

TO: PLA Board of Directors
RE: Strategic Plan 2018-2022 Update
FROM: Mary Hirsh and Scott Allen, Deputy Directors
DATE: October 1, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report

The 2018-2022 PLA Strategic Plan was finalized and approved by the board at its June 2018 meeting. The following provides an update on PLA's efforts to promote and implement the plan.

Implementation and Tracking

A subset of staff met to map PLA activity and proposed activity to the goals and objectives, emphasizing one priority per objective. By having a manageable number of priority activities, we are better able to flesh out action steps and measures, and report on successes.

This documents updates status of 2019 priority activities. The [most recent previous report](#) can be found with Midwinter Documents on the ALA Connect site. Priorities were typically determined based on what was already in process and/or seemed achievable in 2019. The board's input about which activities have been identified as priority, and what if any "other activity" that may be listed or missing entirely should be elevated or receive more focus, is encouraged. 2020 priorities will be shared early in the new year.

Also attached to this report is a simple table that takes many of PLA's core programs and current initiatives and organizes them according to which strategic plan goal they relate to most closely. Most address multiple goal areas, however for tracking and reporting, aligning each to one goal was necessary.

Results

Overall, PLA is making good progress in meeting all of its strategic priorities. While there are still areas that require attention, PLA has plans for addressing most of these gaps. Other priority areas are in flux due to ALA activities. As some goals are met, focus will shift to goal that remain unmet to date.

PLA STRATEGIC GOAL LINK (check all that apply)

☒ TRANSFORMATION ☒ LEADERSHIP ☒ ADV. & AWARENESS ☒ E.D.I.S.J. ☒ ORG. EXCELLENCE

The following includes all the goals and objectives of the 2018-2022 PLA Strategic Plan along with the suggested 2019 priority activities. Identifying a priority activity does not mean PLA will not address the objectives in other ways. However, confirming priority activities for each objective will enable us to easily and consistently answer the question “what is PLA doing to address that objective?” and also provide some direction in producing annual reports on strategic plan progress. It will also help prioritize staff time needed to flesh out action steps and identify measure of success. Priorities are listed in **RED**. Completed other activities in indicated in **PURPLE**.

Goal: Transformation

Goal Statement: PLA advances public libraries’ transformation from a library focus to a community focus, to meet the specific needs of people and communities.

Objective	2019 Priority	Other 2019 Activity
(1): Define and support the transition of public libraries to become more responsive to – and reflective of – community needs.	<i>Create and promote definition of libraries as responsive to and reflective of community needs.</i> A subgroup of staff along with the PLA board will use core PLA language (positioning statement, strategic plan preface) to develop this definition and determine how to include it in key PLA messaging, training programs, and more.	Expand “professional tools” section of PLA web site to incorporate additional resources related to community needs; incorporate into CE/PD programming
(2): Increase opportunities to explore and share effective emerging best practices that are addressing community priorities.	<i>Promote and grow ALA Connect member interest groups.</i> All staff and committee leaders are working to make the interest groups active, which will be assessed via growth in membership, number of posts/discussions, and other metrics.	Begin to assess individual initiatives’ strategies to encourage sharing; consider how sharing of best practices can be integrated into PLA 2020; promote and contribute to expansion of ALA Public Programs “Programming Librarian” database; build on Libraries Transform campaign and “Because” statement toolkits to share best practices
(3): Increase awareness of and access to the types of literacy necessary for skills development and success in the 21 st century.	<i>Increase digital skills at the community level through public library facilities, programming, and staff development.</i> The Microsoft and Google projects, along with the ongoing work of the PLA Digital Literacy Committee, have created new tools for PLA to help public libraries with digital literacy.	Other PLA initiatives will continue to promote early childhood literacy (ECRR), health literacy (joint work with NNLM), and data literacy (Project Outcome, MEAC work). PLA also worked with Capital One to promote financial literacy through a program, webinar and article. PLA is developing a Family Engagement online course.

(4): Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact.	<i>Expand use and impact of Project Outcome (number of active users, surveys created by libraries, survey responses, and survey tools).</i> Ongoing Project Outcome support, plus development of questions for a new health literacy/health programming service area through an agreement with the National Network of Libraries of Medicine (NNLM).	Project Outcome toolkit is now available globally to all academic and public libraries, made possible through partnership with ACRL.
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Goal: Leadership

Goal Statement: PLA builds and supports leadership for public libraries that is reflective of the needs of each community and the profession.

Objective	2019 Priority	Other 2019 Activity
(1): Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model.	<i>Offer regular Leadership Academies using the revised leadership model, beginning with a 2019 training event.</i> Three years of Leadership Academies are planned for Sept. '20, Sept. '21 and Sept. '22, all to take place in Chicago.	Work on developing new content including training specifically for early career leaders and for nonlibrarians joining the public library field (previously referred to as “Public Libraries 101”), continue to work with the ALA Emerging Leaders program and consider it as a model for a future PLA initiative
(2): Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.	<i>Plan and develop new strategic planning content.</i> PLA staff reviewed five strategic planning product RFPs and are in process of contracting a consultant to develop a new strategic planning product	Consider how elements of the Leadership Academy content which highlight the community-centered approach could be repurposed as webinars or online courses; explore opportunities and funding to develop an asset-based community development tool for public libraries; complete and publish CE/PD “theory of change” white paper as part of the shift to a community-centered approach
(3): Encourage learning opportunities for all library staff through collaboration with library schools and support access to other types of learning available to library staff	<i>Use spring 2019 member survey to learn more about the specific needs and backgrounds (ie library versus nonlibrary) of PLA members and others,</i> to ultimately contribute to planned CE/PD around core library issues, public library issues missing from MLIS programs, etc.	Work on developing new content including training specifically for nonlibrarians joining the public library field (previously referred to as “Public Libraries 101”)

including CE, online courses, certificate programs and conferences.		
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Goal: Advocacy & Awareness

Goal Statement: PLA leads in public library advocacy and influencing perceptions of public libraries.

Objective	2019 Priority	Other 2019 Activity
(1): Increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders.	<i>Begin strategic review of potential key audiences, collaborators, and partners.</i> Both the PLA Advocacy and Strategic Partnerships Committee (ASPC) as well as the new customer relations management (CRM) system being piloted by the ALA Washington and Development Offices can provide input into different audiences and potential partners to engage.	Support the PLA ASPC to connect with the priority groups determined in 2018 (NACo, NLC, CC, ICMA); revisit From Awareness to Funding report to determine how to promote and use that information
(2): Increase awareness and the effectiveness of PLA/ALA's advocacy resources and create new tools to support current and future advocacy efforts.	<i>To be determined</i> Due to restructuring of the ALA advocacy office, this goal is somewhat in flux	Begin process to revise and relaunch Turning The Page; explore partnering with ALA's Advocacy Bootcamp; determine how PLA can track library referenda and results to ultimately move the field; explore opportunities to better collaborate with the ALA Libraries Transform campaign
(3): Increase library staff participation in public library advocacy at all levels (i.e., federal, state, local).	<i>1. Support (financially and with input) and report out on the ALA Policy Corps program.</i> <i>2. Launched eBooksForAll with ALA, securing media attention and (as of this report) nearly 90,000 petition signers.</i>	Collaborate with the ALA Washington Office to determine how PLA can better support their priorities.
(4): Improve PLA's capacity to serve as a resource to public libraries outside of the U.S. that are conducting library advocacy.	<i>Hosted first group of librarians from Africa in March. Second group will attend PLA 2020.</i>	Consider developing international exchange programs; identify and promote libraries with "sister city" programs; <i>work with ALA IRO, ACRL, and AASL to promote the IFLA Global Visioning report further.</i>

Goal: Equity, Diversity, Inclusion and Social Justice

Goal Statement: PLA advocates for equity, diversity, inclusion and social justice in order to enable every member, library, and community group to fully and equally participate in a society mutually shaped to meet their needs.

Objective	2019 Priority	Other 2019 Activity
(1): Reflect EDISJ principles in association leadership, staffing, values, mission/vision, strategies and operations.	<i>Develop a process to benchmark and assess PLA's association leadership, staffing, values, mission/vision, strategies and operations for EDISJ principles.</i>	Use results of assessment to make plans for 2020 and beyond.
(2): Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDISJ principles in their libraries and communities.	<i>Developed and presented 3 regional trainings on EDISJ for up to 300 total public library staff.</i> Evaluate the process and content and make plans for continued trainings and education in other formats for 2020 and beyond.	Present 2 preconferences at the 2019 ALA Midwinter Meeting on EDISJ; begin planning content for an inservice toolkit or "training in a box" on EDISJ; consult the Task Force on EDI to identify topics and authors for PLA articles and publications on EDISJ
(3): Identify measurable impacts, including professional competencies, that demonstrate progress in key EDISJ areas.	<i>Initiated a joint project with ACRL and ARL to develop an EDISJ framework for public and academic libraries.</i>	to be determined.

Goal: Organizational Excellence

Goal Statement: PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work.

Objective	2019 Priority	Other 2019 Activity
(1): Maintain a financially stable and sustainable operating model.	Use 75 th anniversary to launch special giving opportunities.	Continue with full-membership launch of the Fund for the Future and grow number of donors and funds contributed;; continue to review major gift prospects and engage board members and other leaders in contacting prospects; do corporate and foundation giving research and create prospect list by PLA program/issue areas; create resource seeking/sharing partnership with outside groups (NNLM, National Center for Families Learning)

(2): Commit to and support ongoing, regular data-driven assessment of PLA impact on the library field.	<i>to be determined.</i>	to be determined.
(3): Increase the number of income-generating products and programs.	<i>Hire consultant to help evaluate potential for CE/PD products based on PLA major issue areas and create plan for product development.</i> In January 2019, PLA staff are meeting with a consultant to help develop plans for inservice toolkits or “trainings in a box” on topics such as digital literacy, EDISJ, family engagement, leadership and more.	Hired new Project Manager (new, 1.0 FTE, grant funded) to work on product development; continue collaboration discussion with NCFL to develop new or repurpose existing family engagement products; consult the Task Force on EDI to identify topics and authors for PLA articles and publications on EDISJ; conduct regional EDISJ trainings; map CE/PD “Theory of Change” document to existing PLA programs and promote as part of overall strategy to increase purchases/registrations for PLA programs; revisit membership model to determine strategies to increase membership numbers and dues income
(4): Oversee successful stewardship of the multi-year Legacy and future grants.	<i>Create and fill Fiscal Officer position on the PLA board. The fiscal officer position was approved in 2019. Clara Bohrer appointed Fiscal Officer for term of 2019-2022</i>	Accept additional \$100,000 in legacy funding from TASCHA and work with them to plan legacy partner convenings and coordination in 2019 and beyond; begin review of PLA policies and procedures to determine which are outdated or missing and set plan to update them; continue to support efforts of the ALA Office of Development to pursue and oversee private grants by working with the new Assistant Director, Corporate and Foundation Relations
(5): Seek and adapt to new trends and models in association organization and membership.	<i>Remodel schedule and activities for PLA 2020 to better reflect emergent trends and new conference models,</i> learned from association literature, participation in PCMA meeting, etc.	Promote staff participation in external professional development events, such as ASAE, and support attendees to share learnings with other PLA staff; position CE/PD “theory of change” work and related white paper as pathway for member engagement and cutting-edge association work; support and advance

		member interest groups via ALA Connect by learning from other associations
(6): Maintain strong relationships with existing partners, both nationally and internationally, and explore new partnership opportunities outside of the library field.	<i>Support the PLA Advocacy and Strategic Partnerships Committee to connect with priority groups NACo, NLC, CC, ICMA. Exhibit at 2019 meetings of NLC and ICMA.</i>	revisit the 2017-2018 legacy-funded work on the Partnership Map to determine potential to continue some or all of that work; consider how to make information on PLA partners “outward facing” to benefit library leaders in better understanding different groups and their relationships to public libraries
(7): Invest in more professional development training for PLA staff to strengthen their capacity to meet member and library field needs.	<i>Continue to participate in the GMMB-led “communications workgroup” of legacy partners (PLA, IFLA, TASCHA) and incorporate learnings into PLA communications work. Submit plan for coordinated communications to being in 2020 to legacy partner staff leads.</i>	draft policy and practice related to PLA staff participation in job-related CE/PD (for instance, require one major PD activity annually); continue to participate in ALA 411 sessions to learn from other ALA units; research options to do assessment of staff skill gaps (product development, fundraising)

Transformation	Leadership	Advocacy & Awareness	EDISJ	Organizational Excellence
Programs that help <i>public libraries</i> be community focused, address emerging community needs, implement best practices, and address literacy	Programs that help <i>public librarians and library staff</i> become stronger leaders, and become community-centered	Programs that reach key audiences about the value of public libraries; that engage members in advocacy; or that work internationally	Programs that help PLA or members implement EDISJ principles or that help libraries create full and equal participation in their communities	Programs that help PLA sustain efforts, grow, implement best practices as an association, create external partnerships, and support staff
Continuing Education	Leadership Academy and other leadership training	Policy Corps	Inclusive Internship Initiative	Governance (Board, Committees)
Project Outcome (Core Work)	Emerging Leaders	Awards	Insurance Enrollment (Health)	Membership Recruitment and Retention
Every Child Ready to Read	Member Engagement	External Partnerships	DigitalLearn (Digital Literacy)	Fundraising
Family Engagement	Public Libraries 101	Project Outcome (International Work)	EDI Regional Trainings	Communications
Health Literacy and Programming (Health)	Strategic Planning Training/Support	Turning the Page	2020 Census	Publications and Products
Grow with Google (Digital Literacy)	Theory of Change CE/PD Work	International/IFLA collaboration (SDGs, Global Vision)		Technology
Microsoft/Rural Libraries (Digital Literacy)				Staffing
Intellectual Freedom				
Social Work				
Short Story Project				
Results Bootcamp				

TO: PLA Board of Directors
RE: Strategic Plan 2018-2022 Update
FROM: Mary Hirsh and Scott Allen, Deputy Directors, and Larry Deutsch, Manager,
Communications
DATE: September 30, 2019

ACTION REQUESTED/INFORMATION/REPORT:
Report

Through the work of our committees, subcommittees, task forces, and working groups, PLA volunteers are helping the organization make significant progress toward achieving all five Strategic Plan goals. Each volunteer group is working on multiple deliverables, and some deliverables contribute to multiple strategic goals. However, in the interest of brevity and clarity, we have selected one highly impactful deliverable from each group's report to demonstrate its impact on a single strategic goal and objective. See the table below the narrative portion for additional details.

Goal 1: Transformation

Three volunteer groups completed impactful activities contributing to the advancement of this goal. The *Public Libraries Advisory Committee* helped increase opportunities to explore and share effective emerging best practices that address community priorities (Goal 1, Objective 2) by advising PLA staff on the selection of themes for the magazine's 2020 editorial calendar. The *Technology Committee* helped increase awareness of and access to the types of literacy necessary for success in the 21st Century (Goal 1, Objective 3) by developing an educational program on data privacy to be presented at the ALA 2020 Annual Conference. The *Measurement, Evaluation & Assessment Committee* helped increase the number of libraries using meaningful and actionable measurements to understand and expand community impact (Goal 1, Objective 4) by developing the agenda for a series of virtual town hall meetings to engage the public library community about the future of PLDS, the Public Library Data Service.

Goal 2: Leadership

Three volunteer groups completed impactful activities that contributed to the Leadership goal. The ALA 2019 Annual Conference Program Subcommittee helped increase leadership and training opportunities reflective of the PLA Leadership Model for all levels of public library staff (Goal 2, Objective 1) by sharing feedback with staff regarding its program-selection process and results. Both the *Web Content Working Group [WCWG]* and *Continuing Education Advisory Committee [CEAC]* helped support public library staff in making the shift from a library-centered approach to a community-centered approach, through PLA trainings and resources (Goal 2, Objective 2). WCWG achieved this by auditing PLA's online collection of professional tools for relevance, timeliness, and frequency of usage. CEAC advanced the objective by reviewing and grading webinar proposals per the PLA rubric and selecting webinars that will best serve our membership.

Goal 3: Advocacy & Awareness

The *Advocacy & Strategic Partnerships Committee* helped increase library staff participation in public library advocacy (Goal 3, Objective 3) by creating a proposal for how PLA and public libraries can better engage with federal, state, and local chambers of commerce.

Goal 4: Equity, Diversity, Inclusion, and Social Justice

Two volunteer groups completed impactful activities in relation to the EDISJ goal. The PLA 2020 Conference Program Subcommittee and Task Force on Equity, Diversity, Inclusion & Social Justice both helped PLA equip its members with tools, coaching, learning opportunities and other resources to advocate and apply EDISJ principles in their libraries and communities (Goal 4, Objective 2). The subcommittee achieved this by selecting 15 programs specifically to fill categorical gaps, forecast emerging trends, and advance historically marginalized issues or speakers. The EDISJ Task Force contributed to this objective by assisting with, and providing presenters, for PLA's three regional EDISJ Symposia.

Goal 5: Organizational Excellence

Three volunteer groups have completed impactful activities contributing to the advancement of this goal. The Family Engagement Task Force helped increase the number of PLA's income-generating products and programs (Goal 5, Objective 3) by creating a plan for a revenue-generating continuing education program based on PLA's Family Engagement framework. The Membership Advisory Group helped PLA seek and adapt to new trends and models in association organization and membership (Goal 5, Objective 5) by beginning an email dialogue with new members to explain PLA's services/offerings and answer questions. The Digital Literacy Committee helped PLA build relationships with partners outside the library field (Goal 5, Objective 5) by advising staff on a project partnership with Microsoft Corp., [*DigitalLead: Rural Libraries Creating New Possibilities*](#).

PLA STRATEGIC GOAL LINK (check all that apply)

☒ TRANSFORMATION ☒ LEADERSHIP ☒ ADV. & AWARENESS ☒ E.D.I.S.J. ☒ ORG. EXCELLENCE

Name of Volunteer Group	Most Impactful Deliverable	Goal Most Closely Correlated	Objective Most Closely Correlated
Public Libraries (Magazine) Advisory Committee	Advised staff on the selection of editorial themes for 2020 magazine	1: Transformation	2: Increase opportunities to explore and share effective emerging best practices that are addressing community priorities.
Technology Committee	Developed content for educational program on data privacy for presentation at the ALA 2020 Annual Conference	1: Transformation	3: Increase awareness of and access to the types of literacy necessary for skills development and success in the 21st century.
Measurement, Evaluation & Assessment Committee	Developed agenda for series of virtual town hall meetings to engage the public library community in discussions about the future of the Public Library Data Service	1: Transformation	4: Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact.
ALA 2019 Annual Conference Program Subcommittee	Shared feedback with PLA regarding its sponsored programs and program-selection process	2: Leadership	1: Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model.
Web Content Working Group	Performed analysis of PLA's online professional tools for relevance, timeliness and frequency of usage	2: Leadership	2: Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources
Continuing Education Advisory Group	Reviewed and graded webinar proposals according to rubric and recommended those that will best serve PLA membership	2: Leadership	2: Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.
Advocacy & Strategic Partnerships Committee	Drafted a proposal for PLA and public libraries to engage with the U.S. Chamber of Commerce and local chambers of commerce	3: Advocacy & Awareness	3: Increase library staff participation in public library advocacy at all levels
PLA 2020 Conference Program Subcommittee	Selected 15 program slots to fill categorical gaps, forecast emerging trends, and advance speakers or issues that have been historically marginalized.	4: Equity, Diversity, Inclusion and Social Justice	1: Reflect EDISJ principles in association leadership, staffing, values, mission/vision, strategies and operations.
Task Force on Equity, Diversity, Inclusion & Social Justice	Assisted with and provided speakers for 3 regional EDISJ trainings in Denver, CO; Charleston, SC; and Chicago, IL	4: Equity, Diversity, Inclusion and Social Justice	2: Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDISJ principles in their libraries and communities.
Family Engagement Task Force	Developed plans for a multi-part continuing education experience based on the PLA family engagement framework, and contracted with	5: Organizational Excellence	3: Increase the number of income-generating products and programs.

	instructional designer to advise on production of same		
Membership Advisory Group	Established dialogue via email with new PLA members to explain what the organization has to offer while also answering new members' questions	5: Organizational Excellence	5: Seek and adapt to new trends and models in association organization and membership.
Digital Literacy Committee	Advised PLA on implementation of partnership with Microsoft Corp. for DigitalLead project	5: Organizational Excellence	6: Maintain strong relationships with existing partners, both nationally and internationally, and explore new partnership opportunities outside of the library field.

Guidelines for PLA President, PLA President-Elect and PLA Board Members at PLA Conference

These guidelines provide an overview of the role of the PLA President during PLA conference planning as well as onsite at the conference. The PLA President's role is: to serve as conference host; to support the work of the conference committees; and to serve as media spokesperson for PLA leading up to, during, and after the conference. The PLA Executive Director works with the President, advising and supporting the President with these responsibilities. The ED is the President's first point of contact for planning and is always available to provide assistance.

Because the PLA conference is an every-other-year event, the PLA President shares host and speaking responsibilities at conference events with the PLA-President-elect. The Presidents should begin discussing shared responsibilities 6-9 months in advance to determine respective conference roles. The entire PLA Board supports the conference and welcomes attendees. Board responsibilities are outlined on the final page of this document.

Pre-planning

- 1) The PLA President works with the Conference Committee Chair and the PLA Conference Manager (with consultation from the Conference Committee) to select speakers for these major conference events:
 - Opening & Closing Sessions
 - Big Ideas Sessions
 - Author Luncheons/Events
 - Other special events (varies conference to conference)

The PLA President works with the committee to develop a conference speaker "wish list" approximately 9-12 months prior to the conference. Authors and keynoters should complement the conference program and offer attendees a variety of options. The PLA Conference Manager then works with publishers and speaker agents to determine availability and fees.

- 2) The PLA President works with PLA staff to arrange their conference schedule (see sample President's Schedule) and confirm commitments. The PLA President has first preference on which events to serve as emcee at the conference. The PLA President-Elect, Conference Chair, Board & other conference committee members fill in the rest of the available slots for major conference events.
- 3) The PLA President serves as the spokesperson for media/press leading up to the conference. PLA Marketing Manager & Press Officer work with the President to schedule interviews, provide background, etc. The PLA President may designate interview assignments to other PLA board members or member leaders as appropriate.

Onsite

- 1) The PLA President acts as official "host" for the conference, including the following events:

- Opening Session and other speaking events, as chosen.
 - PLA VIP reception – Board, conference committees, sponsors and a variety of library partners.
- 2) The PLA President serves as the spokesperson for media/press onsite. PLA staff work with the President to schedule interviews, provide background, etc. The PLA President may designate interview assignments to other PLA board members or member leaders as appropriate.

Generic PLA President's Schedule Requirements at PLA Conference

Wednesday

Event	Time	Location	Notes
Opening Session	2:00-4:30 p.m.	Music City Center	PLA President MC's. Script written by PLA staff for president's review.
VIP Reception	7-8:30 p.m.	Nashville Public Library	PLA president serves as host, with board and staff. Includes sponsors, board, ALA, PLA and other VIPs. PLA staff sends invites, organizes location/catering, etc.

Thursday

Event	Time	Location	Notes
Big Ideas	8:15-9:15 a.m.	Music City Center	PLA President, Prez-elect, or board member introduces. PLA scripts.
Author Lunch	12:30-1:45 p.m.	Omni Nashville Hotel	Board or conference committee chair introduces.

Friday

Event	Time	Location	Notes
Big Ideas	8:15-9:15 a.m.	Music City Center	PLA President, Prez-elect, or board member introduces. PLA scripts.
Author Lunch	12:30-1:45 p.m.	Omni Nashville Hotel	Board or conference committee chair introduces.
All Conference Reception	5:30-7:00 p.m.	TBD	PLA president serves as host, with board and staff.

Saturday

Event	Time	Location	Notes
Big Ideas	8:15-9:15 a.m.	Music City Center	PLA President, Prez-elect, or board member introduces. PLA scripts.
Closing Session	12:00-1:00	Music City	PLA President, Prez-elect, or board

	p.m.	Center	member introduces. PLA scripts.
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Notes: Plan on press interviews and related meetings, schedule TBD.
Contact: PLA Communications Manager.

Guidelines for PLA Board Members at PLA Conference

The role of the PLA Board during the PLA Conference is to support the conference and welcome attendees. Other responsibilities are as follows:

- 1) PLA Board members may be asked to act as emcee at major conference events. The PLA President has first preference on which events to serve as emcee at the conference. The PLA President-Elect, Conference Chair, Board & other conference committee members fill in the rest of the available slots for major conference events.
- 2) PLA Board members may be asked to fill in for the President/President-Elect during press interviews.
- 3) PLA Board members will be recognized at the Opening Session and will have reserved seating at the front of the room.
- 4) PLA Board members will be invited to attend the PLA VIP reception on Wednesday evening from 7-8:30pm.
- 5) PLA Board member will be asked to thank PLA vendors and sponsors during the conference. Specific schedule will be communicated a few weeks prior to the conference.

TO: PLA Board of Directors

RE: Request to Join Public Library Data Alliance

DATE: October 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: ACTION

ACTION REQUESTED BY: Barb Macikas

DRAFT OF MOTION:

“that the PLA Board of Directors supports the concept of the Public Library Data Alliance and approves PLA’s participation in the PLDA as outlined in the attached MOU”

BACKGROUND:

The Public Library Data Alliance (PLDA) has been developed to be an ongoing, independent group with representation from major library association leadership, as well as stakeholders from the library and library-interested fields. Its purpose is to “advance public library data gathering and use that aligns with community needs.” NISO will act as the initial secretariat for the group. Leadership of five associations will have representation on the PLDA:

- American Library Association (ALA);
- Association for Rural and Small Libraries (ARSL);
- Chief Officers of State Library Agencies (COSLA);
- Public Library Association, a Division of the American Library Association (PLA); and,
- Urban Libraries Council (ULC).

Additionally, individuals from the library and library-interested fields will be recruited through an open call process. The intent is to bring together stakeholders – including associations; those who use and are asked to provide local library data; those who fund, collect and use library data nationally; and, those with beneficial experience and expertise. The group is intended to thought leadership, to propose strategic action, and to create a communications channel focused on public library data collection and use.

The PLDA is an outcome of [Measures that Matter \(MtM\)](#), a 3-year collaboration focus on public library data collection and initiated in 2016 through a cooperative agreement between the Institute of Museum and Library Services (IMLS) and the Chief Officers of State Library Agencies (COSLA). One of the recommendations in the MtM Action Plan was the formation of the PLDA. (Also see PLA board document 2020.10-Data Initiatives report.)

The PLDA will not be a separately-incorporated, tax-exempt organization but, rather, a collaboration of the associations involved, with terms spelled out in the attached MOU. Per

[PLA partnership policy](#) the proposed PLDA work would fall under the category of “partnership” which has the following characteristics:

Partnership is defined as a long-term project which includes the following considerations:

- An ongoing relationship between PLA and the proposed partner
- Enables PLA to fulfill its mission and roles in the public library community in new or expanded ways
- Requires involvement of PLA staff, officers and/or members to successfully carry out the project
- Requires funding from either the partner or PLA or both
- Requires significant recognition of the partnership
- Requires a written agreement to clearly define project costs, expectations, responsibilities, evaluation and promotion

Per the PLA policy, partnerships must be approved by the PLA board. Therefore, the board is asked to (a) confirm its support for the continued collaboration of PLA with other organizations and individuals for the purpose of enhancing collection and use of data on public library services and (b) authorize staff to sign the MOU on behalf of the Association.

The initial meeting of the PLDA is anticipated early in calendar 2020.

Attachment:

Public Library Data Alliance (PLDA), Memorandum of Understanding, for PLDA Formative Stage

**Public Library Data Alliance (PLDA)
Memorandum of Understanding
For PLDA Formative Stage**

BETWEEN:

- American Library Association, 50 East Huron Street, Chicago, IL 60611, USA [ALA]
- Association for Rural and Small Libraries, 5300 Lakewood Road, Whitehall, MI 49461, USA [ARSL]
- Chief Officers of State Library Agencies, 201 East Main Street, Suite 1405, Lexington, KY 40507, USA [COSLA]
- National Information Standards Organization, 3600 Clipper Mill Road, Suite 302, Baltimore, MD 21211, USA [NISO]
- Public Library Association, 50 East Huron Street, Chicago, IL 60611, USA [PLA]
- Urban Libraries Council, 1333 H Street NW, Suite 1000, Washington, DC 20005, USA [ULC]

hereinafter, referred to individually as ‘Party’ and collectively as ‘Parties’ or ‘Alliance’ and relating to the effort entitled ‘Public Library Data Alliance’, hereinafter referred to as ‘PLDA’.

WHEREAS:

The Parties agree to form and work together in an alliance named ‘Public Library Data Alliance’ [the ‘PLDA’].

The PLDA will seek to advance public library data gathering and data use that aligns with community needs.

The PLDA has arisen from the Measures that Matter [MtM] initiative, which began in 2016 as an effort led by the Chief Officers of State Library Agencies [COSLA] with the participation of other Parties and with funding from the Institute of Museum and Library Services [IMLS]. The underlying goal of MtM was to examine, evaluate, and map the landscape of public library data collection in the United States. The resulting report of that initiative¹ was published in April 2018 outlined four primary outcomes: a Data Landscape Document, Educational Webinars, a Data Summit and this Action Plan. COSLA led a phase two, Implementation group to a follow-up and act on elements of that Action Plan. One recommendation, which the implementation group developed a roadmap for was the creation of the Public Library Data Alliance, with supporting documentation for the creation of that group. The report of the Implementation Group has been distributed to Parties to this agreement¹.

The PLDA is not intended to duplicate existing bodies, such as IMLS’s Library Statistics Working Group (LSWG) or PLA’s Measurement, Evaluation, and Assessment Committee (MEAC). Instead, it was conceived to provide thought leadership, propose strategic actions, and create a communications infrastructure for the field.

¹ <https://measurethatmatter.net/actionplanlive/>

As a new alliance, the scope and the work of the PLDA may expand or contract based on the shared vision of the Parties and based on the success of the PLDA in its initial launch. As such, this MOU shall serve as a governing model for the PLDA during this formative stage, defined as a concrete period of 12-to-18 months, after which a more robust agreement among the parties is envisioned, or alternatively this MOU may be extended or revised as deemed appropriate by the Parties.

This MoU sets out the terms under which the Parties shall work together to implement the PLDA based on the MtM Implementation Group recommendation in its formative stage.

This MoU is not intended to be construed as legally binding on the Parties, but as a guide to good faith dealings between the Parties.

Mission Statement

The Mission Statement of the PLDA is as follows:

The Public Library Data Alliance provides thought leadership to advance public library data gathering and use so that libraries can continuously improve their services to align with community needs. The Public Library Data Alliance engages diverse stakeholders to propose strategic actions around data that reflect the role and impact of public libraries at the local, regional, state, and national levels.

Short- and Long-Term Priorities

The Proposed Short- and Long-Term Priorities identified by the Implementation Group of MtM are outlined in Appendix 1 of this MOU. These shall be the initial action items of the PLDA but may be revised as agreed by the Parties during the formulation period.

Secretariat

The responsibility of the Secretariat is to ensure the integrity of the Public Library Data Alliance's efforts. The Secretary will do the following:

- a. Track member attendance, working with the Nominating Committee and Co-Chairs regarding any issues.
- b. Disseminate minutes and a record of decisions the Public Library Data Alliance has approved by vote and maintain such documentation for reliable and rapid recovery.
- c. Ensure all approved action items are owned by a committee or member and have explicit due dates.
- d. Schedule action item closure into meetings aligned to due dates.
- e. Maintain the calendar.
- f. Maintain a list of potential additional stakeholders to provide input into the overall work.
- g. Maintain member conflict-of-interest documentation

Intellectual Property

Any trademarks, domains, or other intellectual property registered for the purposes of the PLDA or related efforts shall be held by the registering Party while a signatory to this MoU. Should a Party leave the PLDA, any such trademarks, domains, or other intellectual property necessary for the ongoing functioning of the PLDA shall be transferred to one of the continuing signatories as agreed by the continuing PLDA members.

The Parties contributing intellectual property developed as an effort of the PLDA shall make these outputs freely and publicly available under a CC-BY-SA license with copyright held by one of the Parties. All relevant code developed by the effort will be released as open source under the terms of a suitable licence, e.g., the [2-clause BSD license](#), or similar.

a. Resource commitment

Parties agree to provide sufficient resources to meet the deliverables defined for each responsibility area as follows:

NISO – Secretariat operational support for 12 months.

b. No financial obligation

Unless the Parties mutually agree otherwise in writing, each Party will be responsible for its own costs, fees, and expenses (including all costs, fees, and expenses of its agents and representatives) incurred in connection with the activities contemplated by this MoU.

c. Entry into force

An entity becomes a Party to this MoU upon signature of this MoU by a duly authorised representative.

This MoU shall have effect from the date of signature by at least two parties.

d. Duration and Termination

This MoU shall remain in effect for the duration of formative stage, defined as a concrete period of up to 12 months, which is anticipated to run up until 30 September 2020.

A party may leave the PLDA with a minimum of two (2) months' notice.

Any Party that withdraws from the PLDA agrees to cooperate with the remaining Parties to conclude its participation as smoothly and efficiently as possible. This includes the timely handover of all relevant documentation and transfer of relevant intellectual property per Section 3.a. "Intellectual Property", which will not be unreasonably withheld. The Party agrees to make its employees available to complete these formalities during the notice period.

The duration of this MoU may be extended by written agreement of the Parties, for such period or periods as are deemed appropriate by the Parties.

Should the formulation stage prove successful, the Parties confirm that it is their intention to work together to form a more formal partnership or alliance with responsibilities for the long-term provision of, and support for, the PLDA and its associated activities moving forward.

e. Relationship Between Parties

Nothing herein shall be construed to create a legally binding relationship, agency, or joint venture between the Parties. Neither Party will hold itself out as being part of, controlled by, or acting on behalf of the other Party.

f. Liability

Each Party will be responsible for the acts, omissions, and negligence of its own officers, employees, and agents acting within the scope of their respective authority. Nothing in this MOU is or shall be deemed to be a waiver by either Party of any defenses that may be available by law. Neither Party nor its Representatives will be liable to any person or entity, including the other Party, for any direct, indirect, consequential, exemplary, punitive, special, or incidental damages, or damages for lost profits, revenues, or business interruption, arising under or in connection with this MOU or the performance thereunder, even if advised of the possibility of such damages or if such possibility was reasonably foreseeable.

AGREED BY:

NAME // TITLE // DATE

For American Library Association

NAME // TITLE // DATE

For Association for Small and Rural Libraries

NAME // TITLE // DATE

For Chief Officers of State Library Agencies

NAME // TITLE // DATE

For National Information and Standards Organization

NAME // TITLE // DATE

For Public Library Association

NAME // TITLE // DATE

For Urban Libraries Council

Appendix A:

Proposed Short- and Long-Term Priorities

Building on work undertaken by the Implementation Group in its limited lifespan (Fall 2018 – April 2019), the following suggestions are offered as short- and long-term priorities for the PLDA.

Note that in addition to the strategies and tasks described below, among the action plan steps explored in the course of the most recent phase of work, IMLS will continue work on action step 1.1 (“Analyze the Public Library Survey”) and COSLA will continue on action step 2.1 (“Review State Added Data Elements”) through 2019. Progress will be shared with the PLDA and give the PLDA an early opportunity to model its role as guide, influencer, and central touchpoint for distributed work conducted in support of Measures that Matter.

PLDA Overarching Goals (from the mission)

1. Advances public library data gathering
2. Proposes strategic actions around data that reflect the role and impact of public libraries at the local, regional, state, and national levels

PLDA Strategies and Tasks to Achieve Goals

Below is the primary short-term priority that the PLDA should take on in its first year of existence to help create buy-in among the library field and demonstrate its value.

Priority One: Create a communications infrastructure that aims to engage and share resources with the library field. This priority will allow the PLDA to fulfill the Measures that Matter Action Step Number 4: *Meet the Educational and Information Needs of Data Users Inside and Outside of the Library Field*. The communications infrastructure will address all action steps except 4.3 as this initial phase of communication is about cementing PLDA’s foundation and engagement with key stakeholders. Once more mature, 4.3 can be addressed and this step will help to lay that groundwork.

Principles to guide the development of the communications infrastructure include:

- Identifying infrastructural and organizational assets from COSLA, NISO, PLA, IMLS, etc. to move this forward
- Leveraging existing channels, methods, and contacts with the intention of growing awareness, buy-in, and participation of the broader field
- Creating the value proposition and help the field understand how data helps makes choices with communities

- Establishing a participatory landscape rather than a mandated one in shaping data gathering efforts. The PLDA will need to determine methods by which it will continually collect stakeholder and funder input on its work.
- Collecting and disseminating ‘best practices’ examples of libraries using data to inform their programming and to assess their impact in local communities across each of the ‘focus areas’. This could lead to the creation of a community-driven case study database.
- Identify how to communicate library data with policy makers, community leaders, journalists, etc.
- Determine mechanism(s) to record, retain, and make accessible its institutional knowledge.

Potential resources that can be developed and shared as a result of this activity include resource toolkits, conference presentations, an easy-to-access dashboard of existing data tools (Project OUTCOME, RIPL, SPR) and any other products that are easily distributed and maintained.

Priority Two: Continue prioritizing work around use case studies, which was explored through two working groups during the Implementation Group phase of Measures that Matter. A working group related to Action Step 4.2 began to develop participatory, purpose-driven use cases to address the needs of policymakers, advocates, library leaders, and stakeholders. It made initial inroads in 1) defining use-case study criteria, 2) soliciting/collecting and then curating/making accessible initial use case studies, and 3) beginning to identify and refine users-audiences/stakeholders beyond general categories to understand multiple uses and value from diverse lenses beyond those already known. Another working group related to Action Step 2.3 addressed community impact and ways that libraries are helping move the needle on community-wide issues. Part of its charge was researching methods and approaches for linking library contributions to community outcomes using existing cases within the field and other relevant sectors. Additional work on use case studies is needed.

Long-term priorities: While some of these recommended activities may naturally start to arise in the carrying out the communications strategy, these items are more complex and will require the right ground setting and buy-in to meaningfully execute.

- Identification of critical gaps in existing data collection requirements
 - Recommend and support the development of a process to collect critically important data that are currently not collected elsewhere.
- Connect library data with community data to not only demonstrate success but show impact and scale
 - Research and share approaches for linking library data to community outcomes so that the field can better communicate its value, continuously improve and align with community needs.

- Identify and work with community data experts to determine at least five accurate sources for community data so that libraries can more easily demonstrate impact
 - Develop Continuing Education for Current Library Workers and implement RIPL in a box, size of libraries, measurable learning
- Facilitate field-wide consensus for data that all libraries should collect related to their services and activities.
- Proposing at least one new nationwide indicator focused on community impact with case studies demonstrating use
- Facilitate the "sunsetting" of at least one lower-value data element/metric for reporting, thereby clearing space for more strategic community outcomes
- Get all relevant parties (e.g. PLDS, PLA, ULC, etc.) to commit to reducing as much duplication in their current data processes and elements as possible, leveraging the findings from action 2.1's report
- Assess the data literacy needs of library workers and LIS students/curriculum.
- Influence LIS programs to include awareness and a working knowledge of existing public library collection efforts in courses designed for students in public library specialization. Ultimately, this could initiate shaping LIS curriculum to focus on more real-world data methods
- Facilitation of field-wide consensus on those areas where library activities are likely most impactful in their local communities. PLDA could identify at least three promising practices for libraries to demonstrate impact with as much specific guidance as possible so that libraries can implement quickly
- Technical assistance to support individual libraries' collection and use of data to inform their programming and assess community impact.
- Start to centralize existing library data into an easily accessible database and visualization platform. Principles to collate existing data include:
 - Leverage existing work done by COSLA and IMLS
 - Reduce time and effort for participating libraries to enter required data (and access peer/comparator data) by advocating for streamlined data elements and process,
 - Develop more standardized/shared definitions and guidelines
 - Increase confidence in reported data and make peer comparisons more accurate and timely
 - Help to identify the gaps in existing data collection requirements

TO: PLA Board of Directors
RE: PLA participation in ALA Executive Board Calls
FROM: Barb Macikas
DATE: October 1, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report

Overview

PLA's liaison to the ALA Executive Board, Lessa Pelayo Lozada continues to remind her ALA Board groups that ALA EB meetings are open to all members and she is happy to share agendas and call in information with those who are interested.

Would the PLA board like to share responsibilities to sit in on these calls and report back? It looks like the ALA Board meets via conference call usually once per month, on Tuesdays at 3:00 pm Central time.

Next scheduled calls are:

October 15

November 19

December 17

January 21

February 18

March 17

PLA STRATEGIC GOAL LINK (check all that apply)

☒ TRANSFORMATION ☒ LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ☒ ORG. EXCELLENCE

TO: PLA Board of Directors
FROM: Barb Macikas, Executive Director and Scott Allen, Deputy Director
RE: FY19 Financial Report, as of August 2019, second close
DATE: October 7, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

FY19 Budget Overview

PLA's final FY19 budget included total revenue of \$3.2 million with expenses of \$3.95 million, for a net loss of \$749,540. The fund balance was projected to be reduced from \$3.8 million to \$3.1 million at the close of FY19.

BUDGETED FY19 NUMBERS		
Fund Balance, FY18 Close		\$3,866,403
FY19 Revenue	\$852,413	
FY19 Revenue - Grants	\$2,350,278	
Total Revenue, FY19		\$3,202,691
Expenses	(\$1,552,321)	
Expenses - Grants	(\$2,033,275)	
Total Expenses, FY19		(\$3,585,596)
Overhead & Taxes	(\$49,632)	
Overhead & Taxes - Grants	(\$317,003)	
Total OH & Taxes, FY19		(\$366,635)
Fiscal Year Results		(\$749,540)
Projected Fund Balance, FY19 Close		\$3,116,683

** Data pulled from accounting system Oct 7, 2019; minor adjustments made to match transfers requested for 3rd close*

FY19 Budget Status as of August 2019, second close*

Operating Budget

As of August 2019, PLA has an actual operating loss of **\$333,816**, compared to a budgeted operating loss of **\$749,540**. This significant (55%) variance is due to lower expenses and increased sponsorship revenue that was not anticipated during the budgeting process.

	Aug 2019 YTD Budget	Aug 2019 YTD Actual	Aug 2019 Variance	Aug 2019 Variance %
Total Revenues	\$852,413	\$869,557	\$17,144	2%
Total Expenses before OH and tax	\$1,552,321	\$1,181,774	\$370,547	24%
Contribution Margin	(\$699,908)	(\$312,217)	\$387,691	55%
Overhead and Tax	\$49,632	\$21,599	\$28,033	56%
	YTD Budget	YTD Actual	Variance	Variance %
Net Revenue (Expense)	(\$749,540)	(\$333,816)	\$415,724	55%
Beginning NAB	Ending NAB, Budget	Ending NAB, Actual	Increase in NAB	
\$3,866,402	\$3,116,862	\$3,532,586	-8.6%	

- **Operating Revenue:** At the close of August 2019, PLA had budgeted for \$852,413 in revenue and has an 2% positive variance, with actual revenue of \$869,557. Dues closed the fiscal year about \$20,000, or 4%, under budget, and revenue from Every Child Ready to Read and Project Outcome Regional Trainings were down \$7,000 (-30%) and \$80,000 (-90%) respectively. However, revenue for other publications including PLDS, webinar sales, and national meeting preconferences ended FY19 over budget. PLA exceeded its projected donation revenue in the PLA Partners budget by over \$23,000, raising about \$65,000. In addition, PLA benefited from two unanticipated sponsorships (\$43,000 from Capital One, and \$61,000 from Google) as well as a \$100,000 payment from legacy grant partners to support PLA's share of anticipated convenings.
- **Operating Expenses:** At the close of August 2019 PLA had budgeted to spend \$1,552,322 and has spent \$1,131,775, for a favorable variance of 27%. Planning and promotion of the PLA 2020 Conference is under budget by over \$97,000, due to timing and reduced

* Data pulled from accounting system Oct 7, 2019; minor adjustments made to match transfers requested for 3rd close

reliance on print materials and giveaways. Regional education events and Project Outcome trainings are under budget by a combined \$125,000 because they did not occur. General PLA activities typically charged to Administration and Service to Members were able to be charged to grants, resulting in nearly \$90,000 in reduced expenses for the PLA operating budget. Finally, expenses for PLA publications (Public Libraries, PLDS, ECRR) were kept under budget.

Grant Budgets

By the close of August 2019, PLA had spent \$2,613,329 in grant funds compared to a budgeted amount of \$2,350,278. This large variance (\$263,051) is primarily due to three factors. First, a large payment for the African Library and Information Associations and Institutions (AflIA) project (3176) was budgeted in FY18 but delayed and issued in early FY19. Second, renewal of the IMLS-funded Inclusive Internship Initiative (3184) did not occur until after the FY19 budget process was completed. Finally, a \$150,000 grant from the National Network of Libraries of Medicine (NNLM) was not budgeted in FY19 due to timing, but was received and fully spent during the course of the year. (Through another new grant project, PLA received \$388,416 from Microsoft Philanthropies. However, revenue and expenses were not realized in FY19 and will show up in FY20).

PLA Long-term Investment

As of August, PLA's long-term investment stood at \$1,455,604 compared to \$1,362,579 at the same time last year. We estimate interest of approximately \$49,000. The PLA Budget & Finance Committee has recommended the interest be reinvested in the long-term investment rather than used for program development as in the past. PLA is also transferring \$49,999 from its operating budget to its long-term investment as part of the FY19 closing process.

Overhead

Total overhead to ALA for FY19 was budgeted at \$366,635. As of August 2019, By the third close, PLA will have paid ALA a total of \$264,133. The shortfall is primarily due to the decision to shift spending from the Gates Legacy grant (which contributes 12% on all expenses to ALA overhead) to the Gates GenOps grant, which postponed \$127,139 in overhead until spending on the Legacy grant resumes. (Increased spending for the AflIA and NNLM grants, noted above, added to PLA's overhead payments, which is why the shortfall is less than the \$127,139 in total.)

** Data pulled from accounting system Oct 7, 2019; minor adjustments made to match transfers requested for 3rd close*

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Fall 2019 Meeting
Document no.: 2020.19b

Balance Sheet as of August 31, 2019 (second close)

<u>FY18 (final)</u>				<u>FY19</u>			
	Annual Budget	Actual	Variance	Annual Budget	Budget as of Aug 2019	Actual	Variance as of Aug 2019
Opening Fund Balance		\$ 3,053,857				\$ 3,866,403	
Revenue	\$ 4,679,317	\$ 4,449,518	\$ (229,799)	\$ 852,413	\$ 852,413	\$ 869,557	\$ 17,144
Revenue - Grants	\$ 2,762,791	\$ 2,898,802	\$ 136,011	\$ 2,350,278	\$ 2,350,278	\$ 2,613,329	\$ 263,051
Expenses	\$ (3,624,011)	\$ (2,777,716)	\$ 846,295	\$ (1,552,321)	\$ (1,552,321)	\$ (1,131,775)	\$ 420,546
Expenses - Grants	\$ (2,328,869)	\$ (2,509,583)	\$ (180,714)	\$ (2,033,275)	\$ (2,033,275)	\$ (2,374,859)	\$ (341,584)
Overhead & Taxes	\$ (882,649)	\$ (859,256)	\$ 23,393	\$ (49,632)	\$ (49,632)	\$ (21,599)	\$ 28,033
Overhead & Taxes - Grants	\$ (433,922)	\$ (389,219)	\$ 44,703	\$ (317,003)	\$ (317,003)	\$ (238,470)	\$ 78,533
Transfer to Endowment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (49,999)	\$ (49,999)
Fiscal Year Results	\$ 172,657	\$ 812,546	\$ 639,889	\$ (749,540)	\$ (749,540)	\$ (333,816)	\$ 415,724
Closing Fund Balance		\$ 3,866,403		\$ 3,116,863		\$ 3,532,587	
Grants		Actual	Balance	Grant Balance Breakdown			
Total Committed, 2013-2026			\$ 21,915,246	Grant (Ending FY)	Grant Funds	Interest	
Total Spent through FY18				Health Ins Enrollment (FY19)	\$ 105,830	\$ -	
Direct Expenses		\$ (7,905,869)		Microsoft Philanth. (FY20)	\$ 388,416	\$ -	
Overhead		\$ (981,350)		NIH-Prj Outcome Health (FY19)	\$ (8,317)		
Total Spent FY19 (to Aug 2019)			\$ 13,028,027	Legacy (FY26)	\$ 8,623,043	\$ 259,382	
Direct Expenses		\$ (2,374,859)		African Leadership Training (FY20)	\$ 71,796	\$ 2,843	
Overhead		\$ (238,470)		Gen Ops Supplemental (n/a)	\$ 1,166,323	\$ -	
			\$ 10,414,698	Knight Short Edition (FY19)	\$ 13,025	\$ -	
				IMLS Inclusive Internships (FY20)	\$ 32,660	\$ -	
				NNLM/Iowa Healthy Comm (FY18)	\$ 21,922	\$ -	
				Gates Perf Measure (FY19)	\$ -	\$ 7,975	
				Gates EDGE (n/a)	\$ -	\$ 5,883	
				Gates Gen Ops (n/a)	\$ -	\$ 997	
					\$ 10,414,698	\$ 277,080	
Long Term Investment	Budget	Actual	Balance				
Beginning Net Assets		\$ 1,455,604					
Revenue	\$ 38,927	\$ 49,519	\$ 10,592				
Expenses	\$ (66,403)	\$ (8,176)	\$ 58,227				
Fiscal Year Results	\$ (27,476)	\$ 41,343	\$ 68,819				
Ending Net Assets		\$ 1,496,947					

**Public Library Association
FY2018-FY2019 Financial Report**

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Document no.: 2020.19c

Public Library Association

Statement of Revenues and Expenses - General Fund and Conference
For the period ending August 2019 (as of second close)

REVENUES	Full Year	YTD		YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%		FY19 Budget
1. Administration (0000)	\$ 2,125	\$ 100,000	\$ -	\$ 100,000			\$ -
2. Service to Members (3000)	\$ 597,655	\$ 548,540	\$ 569,203	\$ (20,663)	-4%		\$ 569,203
3. Regional CE, Bootcamp (3007)	\$ 1,800	\$ -	\$ 40,000	\$ (40,000)	-100%		\$ 40,000
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -			\$ -
5. PLA Partners (3020)	\$ 48,191	\$ 65,352	\$ 41,500	\$ 23,852	57%		\$ 41,500
6. ALA Precons/MW Institute (3026)	\$ -	\$ 17,150	\$ 8,000	\$ 9,150	114%		\$ 8,000
7. Public Libraries (3030)	\$ 87,620	\$ 48,968	\$ 51,500	\$ (2,532)	-5%		\$ 51,500
8. Web Based CE (3040)	\$ 2,972	\$ 24,484	\$ 23,600	\$ 884	4%		\$ 23,600
9. Publications (3058)	\$ 1,919	\$ 4,470	\$ 3,510	\$ 960	27%		\$ 3,510
10. Family Engagement (3072)	\$ -	\$ -	\$ -	\$ -			\$ -
11. Equity, Diversity and Inclusion (3073)	\$ -	\$ 32,422	\$ -	\$ 32,422			\$ -
12. Preschool Literacy (3120)	\$ 19,182	\$ 17,503	\$ 24,500	\$ (6,997)	-29%		\$ 24,500
13. PO Regional Training (3171)	\$ 59,327	\$ 9,117	\$ 89,100	\$ (79,983)	-90%		\$ 89,100
14. PLDS (3172)	\$ 2,085	\$ 1,551	\$ 1,500	\$ 51	3%		\$ 1,500
15. Digital Learn (3188)	\$ 22,500	\$ -	\$ -	\$ -			\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -			\$ -
717b. Cost Share IMLS Incl Internships (3185)	\$ -	\$ -	\$ -	\$ -			\$ -
TOTAL REVENUES - PROGRAMS	\$ 845,376	\$ 869,557	\$ 852,413	\$ 17,144	2%		\$ 852,413

	Full Year	YTD		YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%		FY19 Budget
16. National Conferences							
A. NC General Program (3061)	\$ 1,599,375	\$ -	\$ -	\$ -			\$ -
B. NC Exhibits (3062)	\$ 1,702,687	\$ -	\$ -	\$ -			\$ -
C. NC Promotion (3063)	\$ 44,850	\$ -	\$ -	\$ -			\$ -
D. NC Registration (3064)	\$ -	\$ -	\$ -	\$ -			\$ -
E. NC Opening/Closing Session (3065)	\$ -	\$ -	\$ -	\$ -			\$ -
F. NC Programs (3066)	\$ -	\$ -	\$ -	\$ -			\$ -
G. NC Meal Events (3069)	\$ 75,050	\$ -	\$ -	\$ -			\$ -
H. NC Preconference (3070)	\$ 138,640	\$ -	\$ -	\$ -			\$ -
I. NC Future Planning (3145)	\$ -	\$ -	\$ -	\$ -			\$ -
J. PLA Virtual Conference (3173)	\$ 43,540	\$ -	\$ -	\$ -			\$ -
TOTAL REVENUES - CONFERENCE	\$ 3,604,142	\$ -	\$ -	\$ -	0%		\$ -

	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
TOTAL REVENUES	\$ 4,449,518	\$ 869,557	\$ 852,413	\$ 17,144	-2%	\$ 852,413

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
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EXPENSES	Full Year	YTD		YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
1. Administration (0000)	\$ (545,205)	\$ (677,503)	\$ (719,148)	\$ 41,645	6%	\$ (719,148)
2. Service to Members (3000)	\$ (154,409)	\$ (106,147)	\$ (154,847)	\$ 48,700	31%	\$ (154,847)
3. Regional CE, Bootcamp (3007)	\$ (12,855)	\$ -	\$ (36,750)	\$ 36,750	100%	\$ (36,750)
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -		\$ -
5. PLA Partners (3020)	\$ (14,344)	\$ 44,061	\$ (17,950)	\$ 62,011	345%	\$ (17,950)
6. ALA Precons/MW Institute (3026)	\$ -	\$ (9,808)	\$ (7,562)	\$ (2,246)	-30%	\$ (7,562)
7. Public Libraries (3030)	\$ (116,269)	\$ (113,388)	\$ (128,632)	\$ 15,244	12%	\$ (128,632)
8. Web Based CE (3040)	\$ (3,346)	\$ (5,816)	\$ (15,574)	\$ 9,758	63%	\$ (15,574)
9. Publications (3058)	\$ (3,321)	\$ (8,395)	\$ (6,070)	\$ (2,325)	-38%	\$ (6,070)
10. Family Engagement (3072)	\$ (4,371)	\$ (4,234)	\$ -	\$ (4,234)		\$ -
11. Equity, Diversity and Inclusion (3073)	\$ 52,899	\$ (37,509)	\$ (28,000)	\$ (9,509)	-34%	\$ (28,000)
12. Preschool Literacy (3120)	\$ (10,291)	\$ (4,635)	\$ (16,620)	\$ 11,985	72%	\$ (16,620)
13. PO Regional Training (3171)	\$ (39,629)	\$ 19,768	\$ (68,748)	\$ 88,516	129%	\$ (68,748)
14. PLDS (3172)	\$ (974)	\$ (2,751)	\$ (10,198)	\$ 7,447	73%	\$ (10,198)
15. Digital Learn (3188)	\$ (70,701)	\$ (50,777)	\$ (34,980)	\$ (15,797)	-45%	\$ (34,980)
17a. Cost Share IMLS Early Literacy (3181)	\$ (129,503)	\$ -	\$ -	\$ -		\$ -
17b. Cost Share IMLS Incl Internships (3185)	\$ (111,113)	\$ (118,038)	\$ (181,584)	\$ 63,547	35%	\$ (181,584)
TOTAL EXPENSES - PROGRAMS	\$ (1,163,432)	\$ (1,075,171)	\$ (1,426,663)	\$ 351,492	25%	\$ (1,426,663)

	Full Year	YTD		YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
16. National Conferences						
A. NC General Program (3061)	\$ (816,246)	\$ -	\$ -	\$ -		\$ -
B. NC Exhibits (3062)	\$ (926,639)	\$ -	\$ -	\$ -		\$ -
C. NC Promotion (3063)	\$ (41,022)	\$ -	\$ -	\$ -		\$ -
D. NC Registration (3064)	\$ (14,483)	\$ -	\$ -	\$ -		\$ -
E. NC Opening/Closing Session (3065)	\$ (229,960)	\$ -	\$ -	\$ -		\$ -
F. NC Programs (3066)	\$ (121,460)	\$ -	\$ -	\$ -		\$ -
G. NC Meal Events (3069)	\$ (76,940)	\$ -	\$ -	\$ -		\$ -
H. NC Preconference (3070)	\$ (86,331)	\$ -	\$ -	\$ -		\$ -
I. NC Future Planning (3145)	\$ (133,032)	\$ (78,203)	\$ (175,290)	\$ 97,087	55%	\$ (175,290)
J. PLA Virtual Conference (3173)	\$ (27,427)	\$ -	\$ -	\$ -		\$ -
TOTAL EXPENSES - CONFERENCE	\$ (2,473,540)	\$ (78,203)	\$ (175,290)	\$ 97,087	55%	\$ (175,290)

	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
TOTAL EXPENSES	\$ (3,636,972)	\$ (1,153,374)	\$ (1,601,953)	\$ 448,579	28%	\$ (1,601,953)

	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	Full Year
						FY19 Budget
OPERATING NET REVENUES	\$ 812,546	\$ (283,817)	\$ (749,540)	\$ 465,723	62%	\$ (749,540)

**Public Library Association
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Year-to-Date Report - ADMIN/CORE PROJECTS/CONFERENCE

Project	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>1. Administration (0000)</u>							
Revenue	\$ -	\$ 2,125	\$ 2,125	\$ -	\$ -	\$ 100,000	\$ 100,000
Expenses	\$ (819,361)	\$ (545,205)	\$ 274,156	\$ (719,148)	\$ (719,148)	\$ (677,503)	\$ 41,645
Net	\$ (819,361)	\$ (543,080)	\$ 276,281	\$ (719,148)	\$ (719,148)	\$ (577,503)	\$ 141,645
<u>2. Service to Members (3000)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues	\$ 614,400	\$ 597,655	\$ (16,745)	\$ 569,203	\$ 569,203	\$ 548,540	\$ (20,663)
Expenses	\$ (188,250)	\$ (154,409)	\$ 33,841	\$ (154,847)	\$ (154,847)	\$ (106,147)	\$ 48,700
Net	\$ 426,150	\$ 443,246	\$ 17,096	\$ 414,356	\$ 414,356	\$ 442,393	\$ 28,037
<u>3. Regional CE, Bootcamp (3007)</u>							
Registration	\$ 25,000	\$ 1,800	\$ (23,200)	\$ 40,000	\$ 40,000	\$ -	\$ (40,000)
Expenses	\$ (19,550)	\$ (12,617)	\$ 6,933	\$ (26,150)	\$ (26,150)	\$ -	\$ 26,150
OH & Tax	\$ (6,600)	\$ (238)	\$ 6,362	\$ (10,600)	\$ (10,600)	\$ -	\$ 10,600
Net	\$ (1,150)	\$ (11,055)	\$ (9,905)	\$ 3,250	\$ 3,250	\$ -	\$ (3,250)
<u>4. PLA Leadership (3011)</u>							
Revenue	\$ 25,000	\$ -	\$ (25,000)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (26,980)	\$ -	\$ 26,980	\$ -	\$ -	\$ -	\$ -
OH & Tax	\$ (3,300)	\$ -	\$ 3,300	\$ -	\$ -	\$ -	\$ -
Net	\$ (5,280)	\$ -	\$ 5,280	\$ -	\$ -	\$ -	\$ -
<u>5. PLA Partners (3020)</u>							
Revenue	\$ 25,500	\$ 48,191	\$ 22,691	\$ 41,500	\$ 41,500	\$ 65,352	\$ 23,852
Expenses	\$ (15,280)	\$ (14,344)	\$ 936	\$ (17,950)	\$ (17,950)	\$ 44,061	\$ 62,011
Net	\$ 10,220	\$ 33,847	\$ 23,627	\$ 23,550	\$ 23,550	\$ 109,413	\$ 85,863
<u>6. ALA Precons/MW Institute (3026)</u>							
Revenue	\$ -	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 17,150	\$ 9,150
Expenses	\$ -	\$ -	\$ -	\$ (5,450)	\$ (5,450)	\$ (5,263)	\$ 187
OH	\$ -	\$ -	\$ -	\$ (2,112)	\$ (2,112)	\$ (4,545)	\$ (2,433)
Net	\$ -	\$ -	\$ -	\$ 438	\$ 438	\$ 7,342	\$ 6,904

**Public Library Association
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Project	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>7. Public Libraries (3030)</u>							
Revenue	\$ 75,000	\$ 87,620	\$ 12,620	\$ 51,500	\$ 51,500	\$ 48,968	\$ (2,532)
Expenses	\$ (143,107)	\$ (111,365)	\$ 31,742	\$ (121,262)	\$ (121,262)	\$ (108,036)	\$ 13,226
OH	\$ (9,900)	\$ (4,904)	\$ 4,996	\$ (6,823)	\$ (6,823)	\$ (4,806)	\$ 2,017
Tax	\$ (547)	\$ -	\$ 547	\$ (547)	\$ (547)	\$ (547)	\$ 0
Net	\$ (78,554)	\$ (28,649)	\$ 49,905	\$ (77,132)	\$ (77,132)	\$ (64,421)	\$ 12,711
<u>8. Web Based CE (3040)</u>							
Revenue	\$ 28,600	\$ 2,972	\$ (25,628)	\$ 23,600	\$ 23,600	\$ 24,484	\$ 884
Expenses	\$ (14,815)	\$ (2,954)	\$ 11,861	\$ (12,447)	\$ (12,447)	\$ (2,571)	\$ 9,876
OH & Taxes	\$ (3,775)	\$ (392)	\$ 3,383	\$ (3,127)	\$ (3,127)	\$ (3,244)	\$ (117)
Net	\$ 10,010	\$ (374)	\$ (10,384)	\$ 8,026	\$ 8,026	\$ 18,669	\$ 10,643
<u>9. Publications (3058)</u>							
Revenue	\$ 7,250	\$ 1,919	\$ (5,331)	\$ 3,510	\$ 3,510	\$ 4,470	\$ 960
Expenses	\$ -	\$ (3,194)	\$ (3,194)	\$ (5,605)	\$ (5,605)	\$ (7,895)	\$ (2,290)
OH & Taxes	\$ -	\$ (127)	\$ (127)	\$ (465)	\$ (465)	\$ (500)	\$ (35)
Net	\$ 7,250	\$ (1,402)	\$ (8,652)	\$ (2,560)	\$ (2,560)	\$ (3,925)	\$ (1,365)
<u>10. Family Engagement (3072)</u>							
Revenue	\$ 30,000	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (30,000)	\$ (4,371)	\$ 25,629	\$ -	\$ -	\$ (4,234)	\$ (4,234)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ (4,371)	\$ (4,371)	\$ -	\$ -	\$ (4,234)	\$ (4,234)
<u>11. Equity, Diversity and Inclusion (3073)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,422	\$ 32,422
Expenses	\$ -	\$ 52,899	\$ 52,899	\$ (28,000)	\$ (28,000)	\$ (33,190)	\$ (5,190)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,319)	\$ (4,319)
Net	\$ -	\$ 52,899	\$ 52,899	\$ (28,000)	\$ (28,000)	\$ (5,087)	\$ 22,913
<u>12. Preschool Literacy (3120)</u>							
Revenue	\$ 63,500	\$ 19,182	\$ (44,318)	\$ 24,500	\$ 24,500	\$ 17,503	\$ (6,997)
Expenses	\$ (39,043)	\$ (7,759)	\$ 31,284	\$ (9,200)	\$ (9,200)	\$ (2,316)	\$ 6,884
OH & Taxes	\$ (8,382)	\$ (2,532)	\$ 5,850	\$ (7,420)	\$ (7,420)	\$ (2,319)	\$ 5,101

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Project	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)			
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance	
Net	\$ 16,075	\$ 8,891	\$ (7,184)	\$ 7,880	\$ 7,880	\$ 12,868	\$ 4,988	
<u>13. PO Regional Training (3171)</u>								
Revenue	\$ 155,000	\$ 59,327	\$ (95,673)	\$ 89,100	\$ 89,100	\$ 9,117	\$ (79,983)	
Expenses	\$ (141,500)	\$ (31,798)	\$ 109,702	\$ (57,000)	\$ (57,000)	\$ 20,976	\$ 77,976	
OH & Taxes	\$ (9,900)	\$ (7,831)	\$ 2,069	\$ (11,748)	\$ (11,748)	\$ (1,208)	\$ 10,540	
Net	\$ 3,600	\$ 19,698	\$ 16,098	\$ 20,352	\$ 20,352	\$ 28,885	\$ 8,533	
<u>14. PLDS (3172)</u>								
Revenue	\$ 500	\$ 2,085	\$ 1,585	\$ 1,500	\$ 1,500	\$ 1,551	\$ 51	
Expenses	\$ (2,500)	\$ (974)	\$ 1,526	\$ (10,000)	\$ (10,000)	\$ (2,640)	\$ 7,360	
OH & Taxes	\$ (66)	\$ -	\$ 66	\$ (198)	\$ (198)	\$ (111)	\$ 87	
Net	\$ (2,066)	\$ 1,111	\$ 3,177	\$ (8,698)	\$ (8,698)	\$ (1,200)	\$ 7,498	
<u>15. Digital Learn (3188)</u>								
Revenue	\$ 75,000	\$ 22,500	\$ (52,500)	\$ -	\$ -	\$ -	\$ -	
Expenses	\$ (52,460)	\$ (70,701)	\$ (18,241)	\$ (34,980)	\$ (34,980)	\$ (50,777)	\$ (15,797)	
OH & Taxes	\$ (3,300)	\$ -	\$ 3,300	\$ -	\$ -	\$ -	\$ -	
Net	\$ 19,240	\$ (48,201)	\$ (67,441)	\$ (34,980)	\$ (34,980)	\$ (50,777)	\$ (15,797)	
<u>16. National Conferences</u>								
A. NC General Program (3061)								
Revenue	\$ 1,520,072	\$ 1,599,375	\$ 79,303	\$ -	\$ -	\$ -	\$ -	
Expenses	\$ (419,000)	\$ (394,064)	\$ 24,936	\$ -	\$ -	\$ -	\$ -	
OH & Taxes	\$ (401,299)	\$ (422,182)	\$ (20,883)	\$ -	\$ -	\$ -	\$ -	
Net	\$ 699,773	\$ 783,129	\$ 83,356	\$ -	\$ -	\$ -	\$ -	
B. NC Exhibits (3062)								
Revenue	\$ 1,699,495	\$ 1,702,687	\$ 3,192	\$ -	\$ -	\$ -	\$ -	
Expenses	\$ (725,500)	\$ (548,177)	\$ 177,323	\$ -	\$ -	\$ -	\$ -	
OH & Taxes	\$ (385,306)	\$ (378,462)	\$ 6,844	\$ -	\$ -	\$ -	\$ -	
Net	\$ 588,689	\$ 776,048	\$ 187,359	\$ -	\$ -	\$ -	\$ -	
C. NC Promotion (3063)								
Revenue	\$ 95,000	\$ 44,850	\$ (50,150)	\$ -	\$ -	\$ -	\$ -	
Expenses	\$ (88,700)	\$ (35,102)	\$ 53,598	\$ -	\$ -	\$ -	\$ -	

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Project	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)			
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance	
OH & Taxes	\$ (12,540)	\$ (5,920)	\$ 6,620	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (6,240)	\$ 3,828	\$ 10,068	\$ -	\$ -	\$ -	\$ -	\$ -
D. NC Registration (3064)								
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (25,000)	\$ (14,483)	\$ 10,517	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (25,000)	\$ (14,483)	\$ 10,517	\$ -	\$ -	\$ -	\$ -	\$ -
E. NC Opening/Closing Session (3065)								
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (270,000)	\$ (229,960)	\$ 40,040	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (270,000)	\$ (229,960)	\$ 40,040	\$ -	\$ -	\$ -	\$ -	\$ -
F. NC Programs (3066)								
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (110,075)	\$ (121,460)	\$ (11,385)	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (110,075)	\$ (121,460)	\$ (11,385)	\$ -	\$ -	\$ -	\$ -	\$ -
G. NC Meal Events (3069)								
Revenues	\$ 100,000	\$ 75,050	\$ (24,950)	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (117,500)	\$ (76,940)	\$ 40,560	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (17,500)	\$ (1,890)	\$ 15,610	\$ -	\$ -	\$ -	\$ -	\$ -
H. NC Preconference (3070)								
Revenues	\$ 100,000	\$ 138,640	\$ 38,640	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (64,700)	\$ (55,410)	\$ 9,290	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (26,400)	\$ (30,921)	\$ (4,521)	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ 8,900	\$ 52,309	\$ 43,409	\$ -	\$ -	\$ -	\$ -	\$ -
I. NC Promotion/Planning (3145)								
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (156,810)	\$ (133,032)	\$ 23,778	\$ (175,290)	\$ (175,290)	\$ (78,203)	\$ 97,087	
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (156,810)	\$ (133,032)	\$ 23,778	\$ (175,290)	\$ (175,290)	\$ (78,203)	\$ 97,087	

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Project	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
J. PLA Virtual Conference (3173)							
Revenue	\$ 40,000	\$ 43,540	\$ 3,540	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (25,000)	\$ (21,680)	\$ 3,320	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (5,280)	\$ (5,747)	\$ (467)	\$ -	\$ -	\$ -	\$ -
Net	\$ 9,720	\$ 16,113	\$ 6,393	\$ -	\$ -	\$ -	\$ -
17. Grant Cost Shares							
A. Early Literacy Cost Share (3181)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ (129,503)	\$ (129,503)	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ (129,503)	\$ (129,503)	\$ -	\$ -	\$ -	\$ -
B. Inclusive Internship Cost Share (3185)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (128,880)	\$ (111,113)	\$ 17,767	\$ (174,992)	\$ (174,992)	\$ (118,038)	\$ 56,955
OH & Taxes	\$ (6,054)	\$ -	\$ 6,054	\$ (6,592)	\$ (6,592)	\$ -	\$ 6,592
Net	\$ (134,934)	\$ (111,113)	\$ 23,821	\$ (181,584)	\$ (181,584)	\$ (118,038)	\$ 63,547
TOTAL ADMIN/CORE PROJECTS							
	FY18 (final)			FY19 Budget	FY19 (as of August 2019, second close)		
	Budget	Actual	Variance	full year	Budget	Actual	Variance
Revenue	\$ 4,679,317	\$ 4,449,518	\$ (229,799)	\$ 852,413	\$ 852,413	\$ 869,557	\$ 17,144
Expenses	\$ (3,624,011)	\$ (2,777,716)	\$ 846,295	\$ (1,552,321)	\$ (1,552,321)	\$ (1,131,775)	\$ 420,546
OH & Taxes	\$ (882,649)	\$ (859,256)	\$ 23,393	\$ (49,632)	\$ (49,632)	\$ (21,599)	\$ 28,033
Net	\$ 172,657	\$ 812,546	\$ 639,889	\$ (749,540)	\$ (749,540)	\$ (283,817)	\$ 465,723

**Public Library Association
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Year-to-Date Report - GRANTS (Budgeted to Zero Out)

FY19 as of August 2019, Second Close

Project	TOTAL GRANT		TOTAL SPENT		BALANCE		FY19 Budget	FY19 (as of August 2019, second close)			BALANCES					
Subproject			through FY18		Close of FY18		full year	Budget	Actual	Variance	Post August 2019					
<u>Health Insurance Enrollment (3150)</u>																
Sep 2018 to April 2020 (FY19-FY20)																
Revenue	\$	208,949	\$	-	\$	208,949	\$	101,033	\$	103,119	\$	2,086	\$	105,830		
Expenses	\$	(194,178)	\$	-	\$	(194,178)	\$	(93,374)	\$	(95,394)	\$	(2,020)	\$	(98,784)		
OH & Taxes	\$	(14,771)	\$	-	\$	(14,771)	\$	(7,659)	\$	(7,725)	\$	(66)	\$	(7,046)		
Net	\$	(0)	\$	-	\$	(0)	\$	-	\$	-	\$	-	\$	(0)		
<u>Microsoft Philanthropies (3160)</u>																
Feb 2019 to mid-2020 (FY19-FY20)																
Revenue	\$	388,416	\$	-	\$	388,416	\$	-	\$	-	\$	-	\$	388,416		
Expenses	\$	(353,105)	\$	-	\$	(353,105)	\$	-	\$	-	\$	-	\$	(353,105)		
OH & Taxes	\$	(35,311)	\$	-	\$	(35,311)	\$	-	\$	-	\$	-	\$	(35,311)		
Net	\$	0	\$	-	\$	0	\$	-	\$	-	\$	-	\$	0		
<u>NIH-Pri Outcome Health Survey (3161)</u>																
Sep 2018 to April 2019 (FY19)																
Revenue	\$	150,000	\$	-	\$	150,000	\$	-	\$	158,317	\$	158,317	\$	(8,317)		
Expenses	\$	(122,529)	\$	-	\$	(122,529)	\$	-	\$	(158,317)	\$	(158,317)	\$	35,789		
OH & Taxes	\$	(27,471)	\$	-	\$	(27,471)	\$	-	\$	-	\$	-	\$	(27,471)		
Net	\$	0	\$	-	\$	0	\$	-	\$	-	\$	-	\$	0		
<u>Gates Legacy Grant (3175)</u>																
Jun 2016 to May 2026 (FY16-FY26)																
Interest Income			\$	65,383					\$	193,999			\$	259,382		
Revenue	\$	10,905,701	\$	2,282,658	\$	8,623,043	\$	1,182,488	\$	-	\$	(1,182,488)	\$	8,623,043		
Expenses	\$	(9,735,947)	\$	(2,038,087)	\$	(7,697,860)	\$	(1,055,349)	\$	-	\$	1,055,349	\$	(7,697,860)		
OH & Taxes	\$	(1,169,754)	\$	(244,571)	\$	(925,183)	\$	(127,139)	\$	-	\$	127,139	\$	(925,183)		
Net	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
<u>Gates African Leadership Training (3176)</u>																
Oct 2016 to Oct 2019 (FY17-FY20)																
Interest Income			\$	2,843					\$	-			\$	2,843		
Revenue	\$	1,000,000	\$	398,582	\$	601,418	\$	263,441	\$	529,622	\$	266,181	\$	71,796		
Expenses	\$	(892,857)	\$	(355,877)	\$	(536,980)	\$	(261,970)	\$	(472,877)	\$	(210,907)	\$	(64,103)		
OH & Taxes	\$	(107,143)	\$	(42,705)	\$	(64,438)	\$	(1,471)	\$	(56,745)	\$	(55,274)	\$	(7,693)		
Net	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	0		
<u>Gates Gen Ops Supplement (3177)</u>																
Sep 2017 through no end date																
Revenue	\$	2,900,000	\$	313,461	\$	2,586,539	\$	455,500	\$	1,420,216	\$	964,716	\$	1,166,323		
Expenses	\$	(2,552,000)	\$	(139,461)	\$	(2,412,539)	\$	(281,500)	\$	(1,246,216)	\$	(964,716)	\$	(1,166,323)		
OH & Taxes	\$	(348,000)	\$	(174,000)	\$	(174,000)	\$	(174,000)	\$	(174,000)	\$	-	\$	-		
Net	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
<u>Knight Short Edition (3178)</u>																
Jan 2018-Dec 2018 (FY18-FY19)																
Revenue	\$	250,000	\$	198,616	\$	51,384	\$	40,452	\$	40,452	\$	38,359	\$	(2,093)	\$	13,025
Expenses	\$	(250,000)	\$	(198,616)	\$	(51,384)	\$	(40,452)	\$	(40,452)	\$	(38,359)	\$	2,093	\$	(13,025)
OH & Taxes	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Net	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

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Project	TOTAL GRANT	TOTAL SPENT	BALANCE	FY19 Budget	FY19 (as of August 2019, second close)			BALANCES
Subproject	through FY18		Close of FY18	full year	Budget	Actual	Variance	Post August 2019
<u>IMLS-PLA-ALSC Early Literacy (3180)</u>								
<i>Oct 2013-Oct 2017 (FY14-FY18)</i>								
Revenue	\$ 499,741	\$ 499,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (495,099)	\$ (495,099)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (4,642)	\$ (4,642)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS Grant Leadership (3182)</u>								
<i>Jun 2014-May 2017 (FY14-FY17)</i>								
Revenue	\$ 213,682	\$ 213,682	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (180,216)	\$ (180,216)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (33,466)	\$ (33,466)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS Inclusive Internships (3184)</u>								
<i>Mar 2017 - Dec 2019 (FY17-FY20)</i>								
Revenue	\$ 1,224,968	\$ 828,612	\$ 396,356	\$ 307,364	\$ 307,364	\$ 363,696	\$ 56,332	\$ 32,660
Expenses	\$ (1,195,240)	\$ (805,610)	\$ (389,630)	\$ (300,630)	\$ (300,630)	\$ (363,696)	\$ (63,066)	\$ (25,934)
OH & Taxes	\$ (29,728)	\$ (23,002)	\$ (6,726)	\$ (6,734)	\$ (6,734)	\$ -	\$ 6,734	\$ (6,726)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>NNLM/Uoflowa - Healthy Communities (3186)</u>								
<i>Sep 2017-Apr 2018 (FY18)</i>								
Revenue	\$ 146,811	\$ 124,889	\$ 21,922	\$ -	\$ -	\$ -	\$ -	\$ 21,922
Expenses	\$ (119,924)	\$ (91,770)	\$ (28,154)	\$ -	\$ -	\$ -	\$ -	\$ (28,154)
OH & Taxes	\$ (26,887)	\$ (33,119)	\$ 6,232	\$ -	\$ -	\$ -	\$ -	\$ 6,232
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates Performance Measurement (3190)</u>								
<i>Jan 2015 - Dec 2017 (FY15-FY18)</i>								
Interest		\$ 7,975				\$ -		\$ 7,975
Revenue	\$ 2,956,530	\$ 2,956,530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (2,639,759)	\$ (2,639,759)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (316,771)	\$ (316,771)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates EDGE Technology Benchmarks (3194)</u>								
<i>Feb 2011 until funds are spent</i>								
Interest		\$ 5,883				\$ -		\$ 5,883
Revenue	\$ 867,448	\$ 867,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (770,282)	\$ (774,081)	\$ 3,799	\$ -	\$ -	\$ -	\$ -	\$ 3,799
OH & Taxes	\$ (97,166)	\$ (93,367)	\$ (3,799)	\$ -	\$ -	\$ -	\$ -	\$ (3,799)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates Gen Ops (3199)</u>								
<i>April 2015 until funds are spent</i>								
Interest		\$ 997				\$ -		\$ 997
Revenue	\$ 203,000	\$ 203,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (181,247)	\$ (187,293)	\$ 6,046	\$ -	\$ -	\$ -	\$ -	\$ 6,046
OH & Taxes	\$ (21,753)	\$ (15,707)	\$ (6,046)	\$ -	\$ -	\$ -	\$ -	\$ (6,046)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL GRANTS								
	TOTAL GRANT	TOTAL SPENT	BALANCE	FY19 Budget	FY19 (as of August 2019, second close)			BALANCES
	through FY18	Close of FY18		full year	Budget	Actual	Variance	Post August 2019
Revenue	\$ 21,915,246	\$ 8,887,219	\$ 13,028,027	\$ 2,350,278	\$ 2,350,278	\$ 2,613,329	\$ 263,051	\$ 10,414,698
Expenses	\$ (19,682,382)	\$ (7,905,869)	\$ (11,776,513)	\$ (2,033,275)	\$ (2,033,275)	\$ (2,374,859)	\$ (341,584)	\$ (9,401,654)
OH & Taxes	\$ (2,232,863)	\$ (981,350)	\$ (1,251,513)	\$ (317,003)	\$ (317,003)	\$ (238,470)	\$ 78,533	\$ (1,013,043)
Net	\$ 1	\$ -	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ 1
Interest		\$ 83,081				\$ -		\$ 277,080

TO: PLA Board of Directors
FROM: Clara Bohrer, Barb Macikas
RE: Endowment Transfer
DATE: October 7, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

In August 2019, per ALA's policy and as part of the budget planning cycle, PLA notified ALA's Chief Financial Officer of our intent to transfer \$350,000 from our fund balance (which is projected to be approximately \$3.5 million at the close of FY19) to our long-term investment (LTI), each year for three years. According to ALA's *Operating Procedures for Transfers to/from the Long-Term Investment Fund*, PLA's request in FY19 to make these transfers should mean the transfers begin in FY21.

ALA must approve this request and it will become part of the final FY20 budget request/approval review process by the ALA Budget and Analysis Review Committee (BARC) and the Finance and Audit Committee (F&A) at their joint meeting on October 20, 2019. Their actions will be forwarded to the ALA Executive Board for their meeting on October 26, 2019. Even if approved, PLA is under no obligation to make the transfers. We are making the request per ALA policy in order to have the option to do so and the PLA Board can decide each year whether to transfer all, some, or none. Without the official request (and approval), we are limited to a maximum LTI transfer of \$49,999 annually.

Per decisions made the by the PLA Board at its June 2019 meeting, PLA will transfer the maximum amount allowed without advance notice (\$49,999) from the fund balance to the LTI each year in FY19 and FY20.

**EBD#10.1
2019-2020**

**ALA Executive Board
Fall 2019**

TOPIC: Steering Committee on Organizational Effectiveness (SCOE) Recommendations

ACTION REQUESTED: The Board is asked to discuss (a) SCOE recommendations, (b) the preliminary fiscal analysis, and (c) the proposed forward path. The Board is also asked to refer the recommendations to the ALA Constitution & Bylaws and the ALA Committee on Organization for review and for preparation of potential Bylaws language for consideration by the ALA Council.

DRAFT MOTION: *The ALA Board refers the recommendations of the Steering Committee on Organizational Effectiveness to the ALA Committee on Organization and the ALA Constitution and Bylaws Committee, working in collaboration with ALA staff and legal counsel, to review the impact on current Constitution and Bylaws and draft potential replacement language, and to report to the ALA Executive Board at their Spring 2020 meeting.*

REQUESTED BY: Lessa Kanani'opua Pelayo-Lozada, Chair, SCOE

DATE: 10 October 2019

BACKGROUND:

SCOE's history and process are reviewed in the attached document. At this point, SCOE is seeking robust discussion with the ALA Executive Board and the support of the Board in moving forward to broad discussion with the ALA Council and other leadership groups. The aim at this point is clarity.

The Fiscal Review subcommittee recommended formation of a larger fiscal subcommittee when the Executive Board makes its final decision to move the recommendations forward for a vote to ALA Council which will likely be in Spring 2020. SCOE agrees that the work of the larger fiscal group can most effectively be done closer to the point of potential implementation. Staff are being asked, through the Executive Director, to review the recommendations presented here, to answer the questions "how might this work?" and to provide input to a Management document focused on financial impact (staffing, technology, av, etc.). That document, along with the work on potential membership models (ALA Membership Committee, ALA Membership Development), will provide a basis for a more detailed fiscal analysis.

In their review of recommendations, the Executive Committee of SCOE came to the conclusion that an effective discussion of the recommendations by ALA Council would be aided by having draft Bylaws language available. ALA has two existing committees positioned to accomplish that work: the committees on Constitution and Bylaws and on Organization. The Board is asked to refer the SCOE recommendations to those two groups with a request that they (a) work collaboratively with ALA Staff, (b) working through staff, consult with ALA legal counsel, and (c) report to the Board at the Spring 2020 meeting with draft language.

Forward Together

Recommendations for a reimagined American Library Association governance model

October 2019

A Note from SCOE

We heard you. Members want an effective, nimble, inclusive, member-driven American Library Association. Maintaining the status quo with our 100-year-old governance structure will not propel ALA as the leading library association that members demand. In order for libraries and librarianship to thrive in the future, we invite members to move ALA *Forward Together*.

Relying on input from thousands of members and data about ALA membership trends and finances, the Steering Committee on Organizational Effectiveness (SCOE) worked since 2018 to develop and refine a package of recommendations to ALA members. *Forward Together* aligns with the streams of change already underway within ALA related to finances, real estate holdings, technology and staffing.

Forward Together proposes a package of interrelated recommendations which are necessarily complex because ALA is large and complex. We recommend changes to the board and committees for more direct election and input by members. *Forward Together* streamlines ways for members to get involved, participate, and influence ALA.

The financial realities and advocacy needs faced by libraries demands ALA members to be bold. Share the excitement in moving ALA *Forward Together*. We invite you to review the attached document that details the input and refinement process, background information, rationale for recommendations, and some of the most important data reviewed related to membership trends and dues, ALA finances, and streams of change.

Introduction

For decades, library leaders and members have recognized that the American Library Association (ALA) needs change. A change which has become more urgent following the 2008 recession as ALA membership declines and resources become stretched thin. Past members of the association often did not renew their membership because of feelings of disconnectedness and an inability to find a home within ALA. Most of these past members let their memberships lapse after only three years, indicating ALA is not meeting the needs of its newest library advocates and workers and is not relevant to those who are further along in their careers. Members join ALA because they see the association as a strong library advocate, a place for professional development, and an opportunity to connect with other passionate members, values that are a strength of the association. What newer members need in addition to these things to stay members and to continue finding the value in ALA membership is to also be part of an association that is a leader in the field, is mission driven, is inclusive, is responsive to the issues of the profession, and is proactive in advocating for libraries.

The structural changes that our association has struggled with over the last few decades and the resulting complexity has created an organization that is large, complicated, and difficult to change. ALA now has a once-in-a-lifetime opportunity to realign our association for the world we live in today. This opportunity includes an examination of how priorities are established for the association, how members identify the most significant challenges facing them, and how the efficiency of that work can be improved. Past efforts have resulted in tweaks, but to move ALA forward, a large, comprehensive evaluation of the most effective methods of member engagement and prioritization needs to take place.

Building Momentum for Change

The only way that an organization like ALA can successfully move forward is through a member-driven and member-led process that relies on broad input and ideas, incorporation of those input and ideas, and member-driven action. Following the footsteps of many other large associations that have recently engaged in this type of review in response to the economic and societal changes around us, ALA 2017–18 President Jim Neal, in his November/December 2017 *American Libraries* President’s Column, expressed a call to action to review our association’s current structure. He wrote that this process of review must embrace our core values and focus on member engagement. He prompted readers to think about the complexity of the organization and how we might evolve for the future. With this as a stage, and with the recognition that this type of review needs to occur on a regular basis, the process toward *Forward Together*, the report of the Steering Committee on Organizational Effectiveness (SCOE), began to take shape.

Answering President Neal’s call to action in fall 2017, the ALA Executive Board authorized the predecessor to SCOE, an exploratory subcommittee focusing on the concept of organizational effectiveness and governance review. Then board members Andrew K. Pace, Lessa Kanani’opua Pelayo-Lozada and Patricia “Patty” M. Wong conducted research, compiled information from past surveys and focus groups, and explored previous organizational effectiveness and reorganization efforts. In addition to this research, the subcommittee held several feedback sessions at the 2018 ALA Midwinter Meeting. The subcommittee report, presented to Council at the 2018 ALA Annual Conference (and included as appendix c) concluded that members find ALA extremely complex and difficult to navigate, contributing to a decline in ALA membership and overall support for the association and its work.

At the same time, other important changes occurred in the association. The Membership Office worked with consultants from Avenue M to study ALA membership trends (see appendix D), and the Executive Board authorized an investment budget for the association, prioritizing and investing extra money into areas of need. The investment budget focused on five main “streams of change”: information technology investment, Development Office investment, real estate exploration, Midwinter Restructuring, and Organizational Effectiveness. This investment budget was another signal that the association has large changes that need to be made in order to meet its mission and engage as many members as possible while remaining true to its core values.

These reports, investments, and proposed changes are all intertwined and rest on a cohesive, unified, forward-thinking association working toward the same goal. For one area to be successful, the others must also be successful. These changes and these needs led to the creation of SCOE, a group of twenty-three passionate members and staff from across the association who were tasked with conducting a comprehensive review and study of ALA’s governance, member participation, and legal structures and systems, with the goal of proposing changes that will revitalize its success, strength, and agility as a modern association for a modern profession.

The Committee

SCOE was appointed in June 2018 by then ALA President Jim Neal with support of the Executive Board and the next two ALA Presidents, 2018–19 ALA President Loida Garcia Febo and 2019–20 ALA President Wanda K. Brown, also a SCOE member. Appointments were made to solicit a wide variety of distinct perspectives, disciplines, library types, and ALA experiences. An intentionally large committee to incorporate as many varied intersections and perspectives as possible, SCOE used this strength to seek inclusion of and solicit input from all members into the recommendations, not just themselves or people who think like them.

Executive Board Member Lessa Kanani'opua Pelayo-Lozada serves as the SCOE chair and ALA Executive Board liaison. A full roster of the committee can be found on the [ALA website](#) and is listed below:

- Lessa Kanani'opua Pelayo-Lozada, Chair (Palos Verdes Library District)
- Wanda K. Brown (Winston-Salem State University)
- Emily Daly (Duke University)
- Emmanuel Faulkner Sr. (Baltimore City Public Schools)
- Kenny Garcia (California State University, Monterey Bay)
- Mandi Goodsett (Cleveland State University)
- Terri Grief (Retired, McCracken County High School, Instructor for Murray State University)
- Alexia Hudson-Ward (Oberlin College)
- Ben Hunter (University of Idaho)
- Steve Laird (Infogroup)
- Jack Martin (Providence Public Library)
- Alanna Aiko Moore (University of California San Diego)
- Jim Neal (Columbia University, emeritus)
- Lucinda Nord (Indiana Library Federation)
- Vailey Oehlke (Multnomah County Library)
- Andrew Pace (OCLC)
- Juan Rivera (A. Phillip Randolph Campus High School)
- Karen G. Schneider (Sonoma State University)
- Felton Thomas (Cleveland Public Library)
- Kerry Ward (ALA/Library Leadership & Management Association)
- Nora Wiltse (Chicago Public Schools)
- Steven D. Yates (University of Alabama)
- Shali Zhang (Auburn University)

ALA Staff Liaisons are Mary Ghikas and Raymond Garcia. Jim Meffert and Paul Meyer of Tecker International Consulting have provided guidance and support to the committee.

In addition to SCOE, a Fiscal Analysis Working Group was created to begin identifying the financial implications of the preliminary recommendations. This working group was chaired by ALA Immediate Past Treasurer Susan Hildreth, and more information on the Working Group and its work is in appendix A.

Creating the Recommendations

Member participation and engagement was critical to developing *Forward Together*. The process for creating the recommendations included broad input from members across the association and represents a collaborative and iterative process that drew from knowledge, evidence, and feedback. Transparency was valued in communication and input which occurred through several avenues, including:

- eight in-person public input sessions;
- seven virtual webinars and feedback sessions;
- eleven ALA staff focus groups;
- meetings with more than 40 different groups across ALA, including Council, divisions, round tables, and committees; and
- the "Organizational Effectiveness (SCOE) Discussion Forum," a public space on [ALA Connect](#) for members to share their thoughts, questions, and concerns, with 378 members and growing.

Between these channels of communication, SCOE has reached thousands of ALA members: new, longstanding, past, and prospective, all of which have helped to inform and transform ideas and recommendations over the last year.

SCOE met in person for an initial two-day Design Summit in October 2018 in Itasca, Illinois. A change to ALA's current structure was not a foregone conclusion. The committee first considered a "no change" recommendation, but as its work progressed and member input was received it became clear that change was needed and members had many great ideas for ways to improve the work of the association. During the Design Summit, SCOE reviewed input from past discussions, including conversations within the library community over the last six years, kitchen-table conversations, membership surveys, interviews with stakeholders, and reports from previous efforts at organizational change within ALA. The committee also reviewed best practices for organizational change and models from other large membership associations. It was clear from those discussions, from studying other associations, and from past efforts to refine the decision-making structure of ALA, that the current ALA structure needs to change. The current structure has multiple, repetitive steps to joining, offers few opportunities for members to engage directly in helping the association prioritize issues affecting them, and is not reflective of the kind of community engagement we value in our libraries today.

Particular consideration was given to the need to infuse the values of equity, diversity and inclusion (EDI) into ALA's core. SCOE heard and recognized that many people who are underrepresented in the association feel disillusioned and excluded from ALA's current structure and are unable to see a path toward leadership, professional development, and moving the association forward. To address these issues, the committee took a close look at the institutional and structural barriers to participation and influence including cost, ability to travel, institutional support, oppression and marginalization of groups, and political differences. The recommendations seek to make an association that creates an equitable playing field, supports its members in their endeavors, and creates spaces for underrepresented people to gain desired support and experiences in professional development and focused, intentional leadership paths.

From the Design Summit, several ideas the committee wanted to test were brought to members at the 2019 Midwinter Meeting for in-person input sessions. Other opportunities for feedback were offered after Midwinter through virtual input sessions, online feedback forms, and email. Video-conferencing technology made it possible to host virtual opportunities, allowing SCOE to model and test their recommendations in real time. By using technology to gather feedback and input, SCOE explored the ways proposed recommendations could help create an association by and for all its members, where and when they can engage.

SCOE met again for two days in May 2019 at ALA headquarters in Chicago to incorporate member feedback into the original ideas and create preliminary recommendations. These preliminary recommendations were brought to members for feedback in June and July 2019 via in-person and virtual feedback sessions, as well as email and the ALA Connect discussion group. SCOE convened for a third face-to-face meeting for two days in September 2019 to integrate the feedback gathered over the summer and create the recommendations provided in this report.

All SCOE meetings and public in-person input sessions included facilitators Jim Meffert and Paul Meyer from Tecker International. Additional ALA staff were brought into some of these meetings for their unique perspectives: Miguel Figueroa, director of the Center for the Future of Libraries; Jody Gray, director of the Office for Diversity, Literacy, and Outreach Services; and Stephanie Hlywak, director of the Communications & Marketing Office. In addition to in-person meetings, the committee held many virtual

meetings and discussions via email and ALA Connect.

Members of the committee hope that ALA members and staff recognize this effort as a once-in-a-lifetime opportunity to move our association forward together and that we all need to look at ALA as a whole, not just our individual pieces. The committee members did not always agree with each other at every step throughout the process, but there was an understanding that consensus would lead to broad inclusion and increased benefits for members. Members want ALA to become a model for other associations to follow. Members want ALA to become an association that infuses equity, diversity and inclusion into every action. Members want ALA to become an association that will allow for stronger member participation and influence in an organization that supports libraries and library workers in a society and culture that was almost unimaginable when the current structure was developed. Member's aspiration and goals for ALA are the lens through which *Forward Together* was created.

The Recommendations

In the spirit of a once-in-a-lifetime opportunity, SCOE members took time and care in the creation of recommendations that build upon more than a century of work by passionate member leaders. The committee sought to be as brave in its recommendations and think as aspirationally for the association as its founders did, with the understanding that our society and landscape has changed dramatically since the association's inception. This understanding of change was paired with the recognition that ALA's members are still united in its mission: "To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

The recommendations, collectively known as *Forward Together*, are intended to reflect the changes in society and in member expectations. One of the main changes recommended is to provide multiple avenues for year-round engagement by all members rather than just twice a year at Midwinter Meetings and Annual Conferences by a few select members. Another main change recommended is institutionalized intentionality and diversity in our governing bodies and structures and safeguards to protect us against homogeny. The recommendations are so intertwined with one another that it is difficult to pull out one example without affecting another area of the association.

The recommendations are complex because ALA, as currently structured, is incredibly complex. This complexity has made it difficult for members to get involved and find their way and has stifled past efforts to innovate. This complexity also requires us to look at the totality of the recommendations and not just focus on parts we favor, find convenient, or consider questionable. With these recommendations, SCOE hopes to accomplish a vision of a unified association that works towards one mission and supports all facets of its work. The pieces of the association are all of the parts that make us whole, and the facets described below work as one unit to create a strong ALA with increased member participation, member influence, and member engagement.

To guide the outcomes of the project, the following characteristics of a future ALA were developed through member feedback. The ALA of the future must

- enable consistent, strategic, and effective member engagement;
- enable organization-wide planning focused on a common mission and vision for library workers, library supporters, and libraries;
- be financially sustainable;

- enable sustainable, long-term change (including evaluation of progress and more frequent future adjustments);
- allow stakeholders to have confidence in decisions made when they are not in the room;
- deliver high-value support and impact for members;
- pursue environmental sustainability in its activities; and
- center equity, diversity, and inclusion.

With those goals in mind, as informed by ALA’s members, *Forward Together* proposes the following recommendations:

Board of Directors

<u>Future Composition of the Board of Directors of the American Library Association:</u>	<u>Current Composition of the Executive Board of the American Library Association:</u>
<p>17 volunteer members and 1 staff member</p> <ul style="list-style-type: none"> • 4 elected by membership: president, president elect, immediate past president, treasurer • 8 elected by membership: at-large members • 5 appointed by the Board for unique skills and perspectives not represented by elected members • 1 staff (executive director, ex-officio, non-voting) <p>Term Length: 3 years, staggered</p> <p>Sub-committees of the Board: Executive and Board Effectiveness (Endowment Trustees discussed in Member Engagement Opportunities)</p>	<p>12 volunteer members and 1 staff member</p> <ul style="list-style-type: none"> • 4 elected by membership: president, president elect, immediate past president, treasurer • 8 elected by Council from current Councilors* • 1 staff (executive director, ex officio, non-voting) <p>Term Length: 3 years, staggered</p> <p>Committees of the Board: Executive, Board Effectiveness, Finance and Audit, Endowment Trustees</p> <p><i>*At-large members of Council are elected by ALA membership. Councilors representing a specific division or round table are elected by their members and Chapter Councilors are elected by their chapter’s members.</i></p>

Forward Together envisions a diverse, responsive, and inclusive Board of Directors. Currently only four members of the Executive Board are directly elected by the full membership: the president, president elect, immediate past president, and treasurer. In *Forward Together*, the majority of board members, twelve, will be directly elected by the membership, and an additional five positions will be appointed by the Board of Directors with the help of the Nominating Committee and Leadership Development Committee. These appointments will be made to ensure a diverse and inclusive board that incorporates skills, library types, and backgrounds not represented by elected members. The Board of Directors will continue to receive funding from the association for Board-related activities, including travel to meetings and conferences, reducing economic barriers to participation. Direct election of the majority of Board members places accountability of elected leaders of the association in the hands of the many, rather than the current multi-step process that results in less than 200 members selecting the majority of the Executive Board. The current multi-step process includes the election of eight at-large Executive Board members by

and from ALA Council, some of whom were elected by the full membership, some by round table membership, some by division membership, and some by chapter membership. A single governing body with direct accountability to members as is proposed in the Board of Directors will enable Board members to take a larger view of the association rather than represent and promote the interests of one particular area.

Accountability is paramount to the role of the Board of Directors. Members of the Board are accountable to the association's membership, regardless of whether they have been elected or voted onto the Board. This accountability to members requires Board members to listen to and create action on behalf of members and be able to articulate and explain their actions to members for transparency and trust.

This accountability and trust is also represented in the proposed name change from "Executive Board" to "Board of Directors." The name change is intended to reset expectations of the Board. The Board of Directors as envisioned here is accountable directly to the membership and will receive critical, ongoing input from general members and assemblies of leaders. Moreover, the name change denotes the Board's existing and increased accountability for legal, financial, and administrative responsibilities and direction given to the ALA executive director, whom the board is responsible for hiring. The new name also further distinguishes the Board of Directors from the Executive Committee, a five member subgroup of the Board made up of the ALA president, president elect, immediate past president, treasurer, and executive director.

Each Board member, as they do now, will have a direct liaison responsibility with a committee of the Board, leadership assembly, and area of the association (offices, divisions, round tables, etc.). These liaison roles are intended to provide direct input to the Board of Directors, and communication will be regular and timely. Board members will not only report out to their designated groups, they will bring back suggestions, requests, and expertise to inform and influence Board decisions. These two way relationships are intended to not only improve communication between the Board of Directors, member leaders, and members, but also to encourage accountability and allow for larger numbers of members to voice their support or opposition to association policy, legislative issues, and more.

Standing Committees of the Board of Directors

<p><u>Future Standing Committees of the ALA Board of Directors:</u></p> <ul style="list-style-type: none"> ● 6 committees: <ul style="list-style-type: none"> ○ Finance and Audit ○ Nominating ○ Leadership Development ○ Association Policy ○ Public Policy and Advocacy ○ Social Justice ● 15 members per committee: <ul style="list-style-type: none"> ○ 10 elected by ALA members ○ 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the 	<p><u>Current ALA comparison:</u></p> <ul style="list-style-type: none"> ● There is no direct correlation to current ALA structure. The future standing committees are comparable to: <ul style="list-style-type: none"> ○ some of the Committees of Council such as Policy Monitoring and Committee on Committees; ○ some of the Committees of the Association such as Nominating, Appointments, and Constitution and Bylaws; ○ some of the functions of ALA Council such as policy development.
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<p>committee</p> <ul style="list-style-type: none"> • 1 ALA staff member each • Each standing committee will also hold regular in-person and virtual committee membership meetings (except the Nominating Committee). • Standing committees will work in conjunction with advisory groups, working groups, and communities of practice 	<ul style="list-style-type: none"> • The number of members per committee varies as does their member composition. Most committees are appointed by the Committee on Committees or the Appointment Committee, but some Committees of Council such as Policy Monitoring may only be comprised of Councilors. • 1 Executive Board liaison each • 1 ALA staff member each
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Six standing committees will accomplish the core functions of the association. These committees will be supported by advisory groups, working groups, and communities of interest, each of which will provide greater opportunities for member participation than the current structure. These standing committees will also work closely with divisions and round tables to seek recommendations, input, and expertise from their areas.

To have broad member input and increase democratic participation from the few to the many, committees will also hold membership meetings focused around their charge. The membership meetings will be both in-person and virtual, providing opportunities for all interested ALA members to supply input, feedback, and recommendations to the committee for consideration. These focused membership meetings will be in addition to regular general membership meetings which will be held in-person and virtually to give a view of the entire association. Only the Nominating Committee will not hold membership meetings because of the confidential nature of its work. To promote transparency, the committee will put out open calls for nominations from members and may hold open online meetings to share their process.

The members of all standing committees will be selected by a hybrid process just as the Board of Directors. Out of the fifteen members of each committee, ten members will be directly elected by members and five members will be appointed by the Board of Directors. Appointments will ensure a diverse and inclusive board that includes perspectives, skills, library types, and backgrounds not represented by elected members. The process for appointing and identifying potential members will include working with the ALA Leadership Committee, ALA staff, and other entities of the organization that may wish to provide input. One of these appointments will be a Board member who also acts as the committee's liaison. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Nominating Committee members will serve one-year, once in a lifetime terms. Each committee will also have a committed ALA Staff Member to support their work.

The proposed ALA Standing Committees are:

1. Finance and Audit
2. Nominating
3. Leadership Development
4. Association Policy
5. Public Policy and Advocacy
6. Social Justice

Finance and Audit Committee

The Finance and Audit Committee's charge will include reviewing ALA's proposed budget within the context of the association's strategic plan and strategic priorities, reviewing the financial impact of actions taken by the Board of Directors, and making budget recommendations to the Board of Directors. This committee will also work with the endowment trustees, review financial projections, and perform other fiscal duties as necessary. This committee will be chaired by the ALA treasurer.

Nominating Committee

The Nominating Committee's charge will include nominating the election slate for ALA officers and committees, overseeing the petition process for those members who wish to run as petition candidates for a position, and nominating chairs for the six standing committees of the Board of Directors. Nominations for committee chairs will be given to the Board of Directors for appointment. The Nominating Committee might opt to form sub-committees to help oversee appointments to advisory groups or working groups or to manage the Volunteer Clearinghouse, a new entity described in further detail later in this report under "Additional Recommendations." The Nominating Committee will also identify and nominate members and conveners for advisory groups and working groups. These nominations will be given to the Board of Directors for appointment. The Nominating Committee will work closely with the Leadership Development Committee to identify candidates and will encourage a self-nomination process. This committee is intended to be highly inclusive and provide more members the opportunity to participate. The Nominating Committee will be chaired by the President-Elect.

Leadership Development Committee

The Leadership Development Committee's charge will be to identify, cultivate, develop, and grow potential member leaders within the association. This committee will focus on ensuring members from underrepresented backgrounds have opportunities to serve within the association and will have strong staff support to ensure continuity and priority. Leadership development programs such as Emerging Leaders and Spectrum Scholars would work closely with this committee. The Leadership Development Committee would also work closely with the Nominating Committee to identify potential candidates. These two committees would also work together to identify potential candidates and member leaders who may need more support and guidance in running successfully for office, chairing a committee, or serving the association in another capacity, and to identify resources and support for these members. The Leadership Development Committee will also recommend and solicit names to and from the Volunteer Clearinghouse. The Leadership and Development Committee will be chaired by the past president.

Association Policy Committee

The Association Policy Committee's charge will focus on issues and topics of internal association governance and policy as related to the work of ALA. This committee will work closely with all facets of the Association to regularly review and ensure best practices and policies that create an equitable, diverse, and inclusive association. This committee will also be charged with identifying and recommending members for honorary membership in the association. The Association Policy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Public Policy and Advocacy Committee

The Public Policy and Advocacy Committee's charge will include focusing on issues and topics of importance to libraries, especially in the areas of public policy and advocacy. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory committees, working groups, and communities of practice. The Public Policy and Advocacy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Social Justice Committee

The Social Justice Committee's charge will focus on issues and topics of importance to libraries and the association in the context of social justice and equity, diversity, and inclusion. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory groups, working groups, and communities of practice. The Social Justice Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Leadership Assemblies

<p><u>Future leadership assemblies:</u></p> <ol style="list-style-type: none"> 1. Chapter Leadership Assembly (50-80 members) 2. Round Table Leadership Assembly (21 members) 3. Division Leadership Assembly (9 members) 4. Affiliates Leadership Assembly (30 members) 	<p><u>Current leadership assemblies:</u></p> <p>There is currently no direct correlation for the proposed leadership assemblies, but they seek to be direct, open lines of influence to the Board of Directors. Leadership assemblies maintain the functions and strengths of several existing groups such as ALA Council, the Chapter Leaders Forum and the Round Table Coordinating Assembly.</p>
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Four leadership assemblies with representation from four areas of the association will be convened both in-person and virtually multiples times throughout the year. Leadership assemblies have a hand in ALA's governance and are direct, open lines of influence to the Board of Directors. Members of the leadership assemblies will share information, influence priority setting, and make recommendations to the Board of Directors. Recommendations may include the creation and appointment of working groups or advisory groups or focus on a strategic area. Convenings of the leadership assemblies will be open to all interested ALA members, and agendas will be set and determined by core members.

The four leadership assemblies and their members are identified below. Member numbers are determined as of October 2019 except for the divisions which assumes a successful merger of LLAMA, LITA, and ALCTS into CORE: Leadership, Infrastructure, Futures.

1. *Chapter Leadership Assembly:* Approximately 80 members. All ALA chapters (including of regional chapters), AASL affiliates, and ACRL chapters would have a representative.
2. *Round Table Leadership Assembly:* All 21 round tables would have a representative.
3. *Division Leadership Assembly:* All 9 divisions would have a representative.
4. *Affiliates:* Up to 30 representatives, including all ALA affiliates.

Each leadership assembly will be led by two co-conveners with staggered year terms. These co-conveners are selected by their members and formally appointed by the Board of Directors upon receipt of the recommended appointments. Members will determine the process of appointment or election of the conveners. This may include an election, rotating appointment, or another mechanism. The process for appointment recommendations are intentionally left up to members of the leadership assemblies because each one functions uniquely and their needs and relationships with each other vary. In-person participation would not be required for meetings convened at conferences and members would be able to designate who their representative is for each meeting. Members may select one or a few individuals to

represent their interests. Each leadership assembly will have a liaison from the Board of Directors and ALA staff.

The functions of these leadership assemblies build upon the strengths of current groups like ALA Council, the Chapter Leaders Forum, and the Round Table Coordinating Assembly by maintaining a place for discussion and influence, by opening membership to wider representation, and by creating a direct path to recommending change. The groups of each assembly, while directly participating in ALA's governance, also can facilitate information sharing, partnership building, and networking between each other, and, ultimately, between the assemblies themselves. The open nature of these assemblies to be shaped by the groups represented allows for the unique cultures of each to set the agenda and topics for discussion while coming together to strengthen the association.

Member Engagement Opportunities

<u>Future Member Engagement Opportunities:</u>	<u>Current Member Engagement Opportunities:</u>
<ul style="list-style-type: none"> ● Communities of Interest ● Working Groups ● Advisory Groups ● Standing Committees of the Board of Directors ● Endowment Trustees ● Committee on Accreditation* <p>*Name to be changed to reflect unique role within the association upon findings of working group</p>	<ul style="list-style-type: none"> ● Standing Committees of the Association ● Standing Committees of Council ● Task Forces and Working Groups appointed for special projects ● Endowment Trustees

The results of the surveys and member input indicated changes in members' vision of ideal participation in the association. Members no longer want long-term appointments with no potential end results. Members want to engage in the association for shorter amounts of time doing work that they are passionate about, they have expertise in, and that influences the association. The member engagement opportunities below are intended to provide a variety of options for members to meaningfully engage with the association, helping them to see value in the work of the association and, ultimately, their membership. In addition to engagement through the Board of Directors, standing committees, membership meetings, and leadership assemblies, communities of interest, working groups, and advisory groups are proposed to give a wide range of engagement opportunities.

Communities of Interest

Communities of interest are ALA Connect communities where members can create conversations around newer areas of interest within the profession and the association. Communities of interest may develop enough conversation to identify a need for the creation of an advisory group or may identify necessary actions to create a working group. These communities will be monitored by the Board of Directors to identify emerging issues, trends, and experts. An ALA staff member will be identified to help members create communities of interest in ALA Connect and troubleshoot technical issues. If a community of interest goes inactive for two years, their discussions and documentation will be archived in ALA Connect. Some examples of what a community of interest might focus on include virtual reality or STEM.

Working Groups

Working groups are intended to be time-bound, project-based groups whose work results in an end

product such as a toolkit, report on best practices, or an update to ALA materials. Examples of working groups include: the Monetary Library Fines Working Group, the Awards and Scholarships Review Working Group, and the Library Bill of Rights Working Group.

The size of working groups will vary with the task and the actions required. Each working group will have a minimum of five members with a recommended total membership of no more than fifteen members and a convener. Appointments will be made by the Board of Directors in collaboration with the Nominating Committee, the Leadership Development Committee, and the group who recommended the working group if applicable. These appointments will seek members with the appropriate skills and background for the work at hand with room for mentoring and growth of newer members. Appointments will be short-term: initially one year or less with the potential for extension if the work requires.

Advisory Groups

Advisory groups will advise the ALA Board of Directors and relevant standing committees on important, timely issues by monitoring the profession and the association. They will be encouraged to propose working groups to the ALA Board of Directors to complete tasks or projects in relationship to the issues they are advising on and monitoring. The number of advisory groups will be flexible and change over time based upon the needs of the profession and the association. This process may look like the following example:

1. The Intellectual Freedom Advisory Group works with the Office for Intellectual Freedom to track a new issue, determine its scope, and gather some details.
2. It is determined that a series of recommendations may need to be made to influence policy and advocacy around a particular area. The Intellectual Freedom Advisory Group then recommends to the Board of Directors the appointment of a working group and the Board of Directors works with the advisory group and the Leadership Development Committee to determine appointments.
3. The working group then becomes accountable to the Board of Directors, who relies upon the Intellectual Freedom Advisory Group for their expertise and skills in determining the course of action regarding the results of the working group.

Examples of possible topics for advisory groups include intellectual freedom, sustainability at conferences, and professional ethics.

Advisory groups comprise of a chair, chair-elect, and past chair with a three-year commitment, one year in each role, to promote institutional knowledge and appropriate preparation for the role of chair. Members of the advisory groups will be nominated by the Nominating Committee and appointed by the Board of Directors for two-year terms. Advisory group members can serve up to two consecutive two-year terms.

Once *Forward Together* is approved by ALA members, a reconstitution phase is proposed to get to the new member engagement structure: All ALA and Council committees will have one year to reconstitute as an advisory group, working group, round table, or community of interest. The reconstitution proposals will be submitted to the Board of Directors and require a rationale and proposed outcomes. Existing committees will be encouraged to review their work as it relates to the work of other existing committees and propose merging or rearticulating their goals and purpose where needed. Committees that do not submit a reconstitution proposal during that time will be sunsetted at the end of the reconstitution period.

Additional Engagement Opportunities

The current ALA Committee on Accreditation plays a unique role within the association and structurally does not fit into the proposed member engagement opportunities in *Forward Together*. Taking into

account the unique role and a possible need for restructuring the work of the committee, the Committee on Accreditation will request the establishment of a Committee on Accreditation Working Group by the Executive Board at its Fall 2019 meeting to address issues raised by the committee. This working group will bring an interim report to the Spring 2020 meeting of the Executive Board and the results may be included in the final *Forward Together* recommendations at the 2020 ALA Annual Conference. SCOE recommends that the Committee also change its name to reflect its unique role and scope of work.

The current Endowment Trustees structure and function does not have any recommended changes.

Divisions of the American Library Association

ALA Divisions provide a focal point for the important and unique issues facing different types of libraries and library work in addition to helping members find a natural home in the Association based on the uniqueness of their work place or work type and their expertise.

With this in mind, and considering the unique expertise that each division holds, *Forward Together* encourages the divisions to work together to increase their strengths and lean on each other for support in areas of need. Divisions will have a direct line of communication and influence with the Board of Directors through the Division Leadership Assembly, which will foster communication and collaboration between the divisions and other facets of the association. It is also important to note that because division members are also association members, individuals elected or appointed to: the Board of Directors, standing committees, advisory groups, working groups, or communities of interest, will provide not only their individual perspective, but also their important perspective from membership in a division. It is through this lens that the recommendations for ALA's divisions are the following:

- A regular review of each division in consultation with the ALA executive director. Potential mergers within the divisions may occur, including one merger already underway between LLAMA, ALCTS, and LITA to create one new proposed division, CORE: Leadership, Infrastructure, Futures.
- A review of the "Operating Agreement" in relationship to the *Forward Together* recommendations. This review may include but is not limited to a review of bylaws, dues, and dues structures. Within this larger umbrella of the Operating Agreement are several recommendations:
 - Replace individual division bylaws with a shared policies and procedures document. This will help define the relationship and fiscal responsibility of divisions, helping members understand the symbiotic relationship between divisions and the rest of ALA.
 - With assistance from the Membership Office and the Membership Committee, align dues and dues structures across the divisions. This makes the process easier for members to join divisions and helps members understand how dues are spent. It is recommended to explore the rate of \$70 for each division from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.
 - Schedule a regular review of the Operating Agreement.
 - A process and timeline for the above recommendations is to be determined in consultation with the divisions and the executive director.
- Align member engagement structures in the divisions and throughout ALA. Divisions may have, but are not required to have: advisory groups, working groups, and communities of interest. Sections can continue to exist in their current form, but it is strongly recommended that each Section

consider whether they should instead be reconstituted as an advisory group, working group, or community of interest. Section elections will be administered through an online platform following best practices developed by ALA staff.

- Empower ALA staff to investigate and recommend best practices for efficient elections for divisions for positions such as division president.
- Charge divisions to develop an action plan to implement *Forward Together* recommendations within two years of the approval by members.

Round Tables of the American Library Association

As issue-based and identity-based groups, round tables have provided an important home for members that crosses the many intersections of their lives. The twenty-one round tables are often the home for newer and emerging issues within the association, raising important and unique concerns and focus on different types of library work, experiences of library workers, and experiences of library users. Over the last several years, round tables have experienced increased membership growth and the creation of new round tables, indicating an importance to the association and value to members.

Round tables will be encouraged to recommend advisory groups and working groups to the Board of Directors to help accomplish their work and bring action and influence around important issues. They will have a direct line of communication and influence with the Board of Directors through the Round Table Leadership Assembly and will be looked to for their expertise and advice around issues important to them. An important note of the Round Table Leadership Assembly is the inclusion of all round tables, regardless of membership size, to have full participation in the assembly.

Efficiency recommendations are provided below to help the round tables focus on the important work of their members. By freeing up ALA staff time from administrative work, staff can help members accomplish their goals for the round table and focus more attention on mission-based tasks. The Round Table Effectiveness Committee, a collaborative effort of several round tables, will begin work in November to determine best and efficient practices for round tables.

These recommendations, some of which are already being discussed by the Round Table Effectiveness Committee identified above include the following:

- Post all future documents in ALA Connect to help share institutional knowledge and give member access to as much information as possible. In addition to improving efficiency, this will help members identify what a round table is about and what they do, making it clear how a new member can participate.
- Administer all necessary elections through ALA Connect.
- Replace individual round table bylaws and create a shared policies and procedures document. This will help identify the relationship and fiscal responsibility of round tables with members and leaders, helping them understand the symbiotic relationship between round tables and all of ALA.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA so that discounted rate opportunities for special categories are consistent across the association. It is recommended to explore the rate of \$20 for each round table from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.

- Increase the minimum number of dues-paying members needed to create a round table to one percent of ALA's membership unless identified as a strategic priority by the Board of Directors. Membership numbers will be revisited and averaged over a period of three years. Current round tables will be able to remain intact for the first three years to provide them the opportunity to grow their membership. This will provide round tables with more fiscal stability and the resources to accomplish their mission-driven goals.

Additional Recommendations

The charge of SCOE was to focus on large, structural change of the association. While the primary focus of this report is on organizational effectiveness and governance there are a few recommendations that have no large structural home:

- ALA's governance structure and organizational effectiveness should be subject to regular, institutionalized review to make incremental change rather than rely upon a large reorganization as is recommended in *Forward Together*.
- A robust virtual member orientation should be established and conducted by the Membership Office and Membership Committee to welcome new members into the whole organization, explain engagement opportunities, and provide a refresher for current members.
- A clearinghouse of volunteers should be created. Volunteer forms should be accepted on an ongoing basis and solicited when new advisory groups and working groups are formed. The form should identify volunteer interests, skills, expertise, and passions and would be used by all facets of the organization to determine potential volunteers.
- Upon acceptance and approval of *Forward Together* by ALA members, an Implementation Working Group should be established and appointed to identify timelines and tasks necessary to complete the work of the recommendations. Timelines provided in the recommendations of this report are subject to modification by the Implementation Working Group. The Committee anticipates implementation will take several years.

Member Process: How It All Works Together

Forward Together envisions a cohesive structure which allows many different opportunities for members to participate, engage, and bring forth issues for prioritization by the association. The following examples of the current process for members and the future process for members demonstrate the nimble, responsive nature of *Forward Together*.

Getting Involved as a New Member

Feedback and survey data indicate that many ALA members feel disengaged from the association, in part due to the complexity of ALA's structure. According to the Avenue M membership study, most ALA members are members for three years or less. With this in mind, today, the process for getting involved as a new member might look something like this:

- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional/interest goals
- New member may (or may not) receive a welcome email from each group with varying degrees of information about the group and how to get involved
- New member feels overwhelmed by options to participate and different modes of operation. New member never moves past paying membership dues, and never finds the wealth of value or resources in the association

- OR, member fills out a volunteer form and is placed on a committee that has no clear goals or projects and loses interest in participation; sometimes never hears a response
- OR, member has no institutional support and cannot attend conferences or committee meetings, losing out on member engagement opportunities.
- OR, member has an idea for improving the association but has no clear sense for how to communicate it, preventing the association from benefiting from our newest members' innovative ideas.

Imagine the process in *Forward Together*:

- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional goals
- New member receives a welcome email outlining groups joined and listservs added to, with an invitation to a virtual orientation to learn more about getting involved in ALA as well as to fill out a volunteer form if they are ready
- New member attends the orientation and is invited to participate in areas of interest and projects of interest based upon their volunteer form indications, leading to a fulfilling and engaging experience.
- Participation is offered through a variety of in-person and online channels to expand participation beyond those who can afford the expense of conference participation.

The Passionate Member Experience

The Avenue M membership survey reported that, while most members of ALA were “satisfied” with their membership, the members who were “Very Satisfied” were those who were long-term, engaged, and passionate ALA members. “Very Satisfied” is the type of member *Forward Together* seeks the majority of ALA members to be. With this in mind, today, the process for engaging the passionate member might look something like:

- Member leader identifies member who attends ALA conferences and attends division or round table meetings they also attend
- Member is encouraged to get more involved by joining a committee or running for a round table or division role.
- OR member is encouraged to run for ALA Council. If the member is successful, they become part of an approximately 190-person policy-making body that requires formal processes that are highly formal and challenging to learn. Most new Council members limit their participation during their three years to voting on resolutions crafted by a handful of seasoned peers.

These options assume that the member has the resources and support to attend face-to-face meetings for several consecutive years and is satisfied with a low level of participation (meeting twice a year) extended over a long period of time (one to three years). A member with a specific passion or goal must “work their way up,” regardless of their expertise or the timeliness of their issue. Members with finite resources for travel have to be willing to dedicate those resources to ALA participation. As a result, the vast majority of ALA members do not participate or engage in the work of the association.

Imagine the process in *Forward Together*:

- A member joins ALA and upon receiving their welcome email, decides to attend a virtual assembly or division or round table meeting. There are enough meetings year-round that the member can

“jump on board” at any point, at no additional cost, rather than waiting to attend a face-to-face meeting

- The member hears a conversation specific to their identity, affinity, or professional interest. The meeting is small and focused enough that the member can envision themselves participating
- The member volunteers for an opportunity or proposes an issue to pursue

Raising Issues for Discussion or Action

Oftentimes, issues come up in libraries across the nation that have not been identified by the association for discussion or action. Members who are working on the frontlines may begin conversations with one another about the need for attention to an issue by the association to help provide guidance, resources, or awareness. Round tables are often the home of such scenarios. Today, the process for raising an issue through a round table might look like:

- A member has an issue they bring to the leadership of a round table.
- That issue may be reviewed by round table leadership to frame into a resolution.
- The round table’s councilor (if they have their own) takes that resolution to ALA Council.
- Depending on the required action, if passed by Council, the Executive Director proceeds with the desired actions of Council and will provide a report to Councilors over the next 6 months.
- If the resolution is referred, a report could take up to six months to be developed and reported back to Council to determine a vote.
- If the resolution is passed and requires a policy change, Council will have to vote on the resolution again in six months at the next meeting before the resolution can take effect.
- It may take at least a year or more for the process to complete depending on the actions required in the resolution.

Imagine the process in *Forward Together*:

- A member has an issue that they bring to the Round Table Leadership Assembly at the next convening, held multiple times a year. All round table leaders provide input. Round table members are informed and provide input to strengthen the information around the issue.
- The Round Table Leadership Assembly brings the issue to the Public Policy & Advocacy Committee who adds input and helps to identify the scope, impact, and resources necessary to take action on that idea if the round table has not already done so. The Committee could reach out to the general membership and/or specific stakeholder groups including division, chapter, and affiliate leaders through the Leadership Assembly communications tools (more on leadership assemblies in the above section).
- The issue (with a report from the Public Policy & Advocacy Committee) then goes to the Board of Directors for adoption as policy or action.
- The whole process could take a few months, perhaps even weeks.

Moving Legislative and Public Policy Advocacy

In the Avenue M report, members indicated they expect and find value in ALA as the voice for libraries in federal public policy, library funding, and the regulatory framework related to library values and services. Today, the process for legislation and public policy advocacy is often *reactive* to external threats to library-supportive policies and funding. A reaction today might look like:

- Any of ALA’s number of legislative and advocacy focused committees may *respond* to library-related legislation driven by external forces with or without consulting with one another

- OR at one of its two meetings a year, ALA Council may pass a resolution against the threatening legislation and public policy. If the resolution is referred to a committee for review, it may take up to a year for the resolution to pass and for action to be taken.

ALA and its member groups are effective at mobilizing members to respond when libraries are threatened, yet struggle to unite members in a timely manner around shared public policy goals that would advance or sustain libraries for the future. This is in part to difficulty in identifying potential risks as well as a lack of process for public policy proposals to be proposed and vetted by members. When proactive proposals are sought by ALA members, policies tend to focus on a narrow objective that may be advanced at the expense of ALA's strategic directions or long-term policy goals.

Imagine legislative and public policy advocacy in *Forward Together*:

- ALA will advance public policies that support funding, legislation and a regulatory framework for thriving libraries and into the future
- Library-specific public policy ideas may be initiated through members, leadership assemblies, or Board-appointed working groups.
- The Public Policy and Advocacy Committee will develop and recommend to the Board a proactive policy agenda that is aligned with ALA's mission, core values and strategic directions. The Committee will assess progress in proactive and reactive policy advocacy.
- ALA will mobilize members and supporters in advocacy strategies that maximize local, state, and federal relationships with policymakers and influencers, as well as the expertise of policy professionals.
- In addition to ALA's grassroots and grasstop networks, ALA will deploy technology-based advocacy and communications tools so that an increased number of members and supporters are informed of library-related policy issues and will take action for the benefit of libraries and the communities served by libraries.
- Members will be encouraged to strengthen their relationships as advocates with their elected officials.

Influencing ALA Policy

Today, the process for influencing ALA Policy might look something like:

- A member wants to suggest an edit to the ALA Code of Conduct to be more reflective of ALA values.
- The member notices there is no information in the Code of Conduct as to who maintains and updates it.
- The member may try to contact a number of different groups to share their idea with varying degrees of success and contact. There is no clear path towards proposing this change.

Imagine the process in *Forward Together*:

- A member may propose their suggested edit through any of the leadership assemblies, committee membership meetings, or member engagement opportunities.
- Each of these assemblies, membership meetings, and member engagement opportunities will have a Board of Directors liaison and an ALA staff member who will hear the suggestion and direct it to the appropriate body for review.

- The member has now provided the association with their idea, feels heard, and receives a follow-up to their request from the group that helped initiate their proposal.

These simplistic examples are just a few ways Forward Together can help to increase membership participation, influence, and engagement. The ultimate goal of these recommendations is to ensure members have a clear path to help move the association forward and *Forward Together* creates multiple clear paths to accomplish member and association goals together.

Next Steps

After discussion with the ALA Executive Board at the Fall Meeting, SCOE recommends a legal analysis to be conducted by the 2020 ALA Midwinter Meeting and a Constitution and Bylaws Committee analysis and a Committee on Organization analysis of *Forward Together* to be presented at the 2020 ALA Annual Conference. Initially, SCOE recommended conducting a more robust fiscal analysis and identifying a *Forward Together* Implementation Working Group prior to the 2020 ALA Midwinter Meeting. SCOE now recommends first conducting a legal analysis, Bylaws Committee analysis, and a Committee on Organization analysis so that we can gain a more complete understanding of the implementation needs before proceeding with the fiscal analysis and Implementation Working Group. A full timeline of SCOE events past and present and an explanation of changes to the timeline can be found in appendix B.

Conclusion

To become the leading library association that members demand, the necessary changes within ALA requires its members to be bold. The work of many similar groups that have come before the Steering Committee on Organizational Effectiveness have resulted in small tweaks to our association and its governance, but there has not been the same momentum or the same urgency felt now by members and member leaders. As society and technology moves forward, ALA has not changed its practice and member engagement models. That inaction has led us and our members to hunger for innovation and forward thinking. The recommendations included in *Forward Together*, informed and created by ALA members, are intended to do just what the title states; move the world's oldest and largest library association forward together, as a whole, with established members and new members to advocate and "provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

These recommendations are intended to be taken as a package, for it is only when we look at all facets of our organization that we can make true, lasting change.

Appendix A: Fiscal Analysis

The report of the Fiscal Analysis Working Group was completed and given to SCOE on September 16, 2019. The report is presented as it was prepared for SCOE members at the time.

REPORT OF SCOE FISCAL ANALYSIS WORKING GROUP

The Steering Committee on Organizational Effectiveness (SCOE) Fiscal Analysis Working Group is comprised of Susan Hildreth, Chair and immediate past Treasurer, Andrew Pace and Alexia Hudson-Ward, SCOE members, John Lehner, Budget Analysis and Review Committee (BARC) liaison and Clara Bohrer, engaged ALA member with in-depth knowledge of ALA finances. ALA staff working with the group are Mary Ghikas, Executive Director, Mark Leon, Chief Financial Officer, Melissa Walling, Membership Director and Raymond Garcia, Special Assistant to the Executive Director.

The group met virtually in August and September. Although the group had limited time to conduct any type of comprehensive analysis, we wanted to identify key areas of potential fiscal impact that could result from SCOE recommendations. We recommend that a more detailed analysis be conducted after SCOE has made its final recommendations to the Executive Board in October 2019.

It must be noted that there are several other ALA change streams which could impact the SCOE recommendations on changes to its governance structure. Because SCOE recommendations may impact membership models and ALA is reviewing membership models on a parallel path with SCOE efforts, the working group focused primarily on potential fiscal impacts of SCOE considerations for Division and Round Table dues.

Membership Models/Division and Round Table Uniform Dues Analysis

ALA, supported by research done by Avenue M, is considering a variety of membership models. Changes in the general membership model could impact SCOE recommendations as well as memberships in ALA divisions and round tables. It is likely that new membership models will be less complex than the current structure. The current strategic investment in ALA Information Technology (IT) infrastructure will be useful in supporting a responsive member database that can support the implementation of pricing model changes. Additional IT investments may be necessary depending on required functionality to support a new member database platform.

Current or potential members are often confused by the diverse dues structure for divisions and round tables. SCOE suggested that uniform dues for divisions and round tables be considered. This recommendation would not preclude divisions and round tables from having different categories of memberships, i.e. international, student, etc. The suggestion was that these categories have uniform dues amounts for each division or round table. ALA staff, led by Melissa Walling and Mark Leon, are testing models that show the financial impact of division dues at \$60, \$65 and \$70 and round table dues at \$10, \$15 and \$20 annually. This analysis is looking only at the regular member dues category for divisions and round tables.

In developing this model analysis, the working group had a detailed discussion regarding what divisions considered as basic services for their members and what was the cost of those services. Based on information from PLA and ACRL (provided by Clara Bohrer and John Lehner who have knowledge of PLA and ACRL finances, respectively), 1) basic services for each division vary significantly; 2) basic services are not covered by annual division regular member dues; 3) PLA and ACRL have resources to provide these services from other revenues but that is not the case for other divisions.

This analysis is rather complicated but provides ALA Membership, Finance and IT staff to have some “skin in the game” in analyzing potential restructuring impacts. The analysis is in process and staff hope to have initial information available for review at the September SCOE meeting.

SCOE Recommendations/Potential Fiscal Impact

Outlined below are specific SCOE recommendations which may have fiscal impact. Each area must receive further fiscal analysis. In all cases, effective provision of virtual platforms by ALA IT will be critical for the success of these new structures. The current strategic investment in IT will be useful in supporting engagement platforms. Additional IT investments may be necessary depending on required functionality to support the virtual engagement platforms. There may be additional training costs to ensure that members and staff are able to effectively use virtual tools and facilitate meetings and discussions in a virtual environment.

Area 1: Board of Directors: Increasing from 12 members to 17 members

- Elimination of ALA Council will result in an estimated cost savings of \$800,000 annually. ALA Council costs at the Annual and Mid-Winter conferences are estimated at \$400,000 each. ALA staff led by Mark Leon are preparing a detailed cross-functional analysis of Council costs that will be available later in September.
- The operational costs for an expanded executive board will increase and must be factored into fiscal impact.

Area 2: Redesigned Volunteer Work and Committees: Reducing 37 Standing and Council Committees to 3 Executive Board Committees, advisory committees, working groups, communities of practice and leadership assemblies

- Although the exact number of advisory groups has not been determined, these groups will function primarily in a virtual manner and may result in less staff time that could be redirected to other activities.
- As mentioned above, the impact on IT development and related costs needs to be examined to make sure that the provision of virtual platforms currently being developed will be sufficient.
- The extent of saving will not be known until it is determined during implementation discussions how the groups actually will engage in their work and interact with each other and staff.

Area 3: Divisions, Round Tables and Membership Initiative Groups: Make organizational structures consistent and uniform, consider potential merger of groups and focus on virtual operations

- Simplification of organizational structure, elections and other activities will result in less staff time and cost which could be redirected to more impactful activities.
- ALA’s operating agreement with divisions and round tables should be reviewed and updated in light of new governance and membership models as well as standard 21st century professional organization and business practices that were not in place when the agreement was developed in 1982. A change in ALA’s operating agreement may have fiscal impact.

New Winter Meeting

ALA is also revising the format and focus of its Mid-Winter meeting with a smaller footprint which will have impacts on revenue and expenses, staff time and member engagement and committee work. It is anticipated that the new Mid-Winter format will result in less revenue and less expenses and provide more opportunities for regional engagement. The continuing education focus of Mid-Winter will require stable and intuitive virtual platforms for member engagement. Although not directly related to SCOE fiscal analysis, these meeting changes will impact member engagement and staff workload. Member engagement will become more virtual. Staff workload could be redirected to alternate activities when not preparing for and staffing a major conference.

Recommendations

The fiscal analysis of SCOE recommendations is impacted by other changes currently being considered by ALA. This is really complicated! Having said that, at this time, we do not see any significant issues that would constrain further development and consideration of SCOE recommendations.

The work of SCOE was undertaken to enhance member engagement, not to reduce operating costs. We think there may be increased costs in some areas that would be offset by reduced costs in other areas. With simplification of governance and membership organization, it is anticipated that staff time would be able to be redirected to enhanced member engagement.

ALA is making strategic and critical investments in its IT infrastructure and platforms. These timely and valuable investments are moving ALA forward to function more effectively in a connected world. It is anticipated that additional IT investments will be required to support a streamlined membership database and useful and intuitive virtual platforms for member engagement. Although we cannot specifically estimate the cost at this time, support for needed IT enhancements and for staff and member training to effectively use these platforms will be critical for the success of streamlined governance and organizational models.

Because of the limited time available to the working group and the preliminary nature of SCOE recommendations, we recommend a more detailed analysis be conducted when the Executive Board makes its final decision to move forward. We also recommend that a larger body be appointed to undertake further analysis, including representation from a variety of ALA stakeholder groups.

We would like to thank all members and staff who participated in the working group. We would especially like to thank Melissa Walling, ALA's new Membership Director, who provided useful expertise and knowledge on association membership trends and practices.

Appendix B: Steering Committee on Organizational Effectiveness Timeline

Appointment of SCOE by ALA President Jim Neal (New Orleans)	June 2018
Remodeling Summit (Chicago)	October 2018
Initial ideas presentations to members (Seattle)	January 2019
Virtual ideas presentation to members	February 2019
Executive Committee Meeting, meetings with ALA staff (Chicago)	March 23, 2019
4 virtual input sessions with specific member groups	April 2019
SCOE review and developing preliminary recommendations (Chicago)	May 7-8 2019
Meetings with ALA staff (Chicago)	May 20, 2019
Presentation of preliminary recommendations to members (Washington, DC)	June 2019
Virtual presentation of preliminary recommendations to members	July 8 & July 19, 2019
Meetings with ALA staff (Washington, DC)	July 15, 2019
Fiscal analysis by working group, integration of chapters and affiliates	July - September 2019
Development of recommendations (Chicago)*	September 2019
Presentation of recommendations to Executive Board*	October 2019
Legal Analysis	November - December 2019
Constitution & Bylaws Committee and Committee on Organizations Analyses*	November 2019 - April 2020
Introduction of new ALA executive director	January 2020
Presentation to Council at Midwinter Meeting (Philadelphia)	January 2020
Council vote 1 at Annual Conference (Chicago)	June 2020
Council vote 2 at Midwinter Meeting (Indianapolis) <u>Note:</u> Will occur only if Council accepts the Constitution & Bylaws and Policy changes in June 2020	January 2021
Begin Identifying potential Implementation Working Group to begin their work after the Spring 2021 membership ballot (assuming successful passage)	
Membership ballot vote <u>Note:</u> Will occur only if Council accepts the Constitution & Bylaws changes again	Spring 2021

in January 2021	
Implementation Working Group takes over <u>Note:</u> Will only occur upon successful passage of the Constitution & Bylaws changes in Spring 2021	June 2021
Larger in-depth fiscal analysis	TBD

*Explanation of changes to the Timeline since July 2019:

1. The word “final” was removed from the development of recommendations in the September 2019 development and the October 2019 presentation to the Executive Board to recognize that due to the iterative nature of SCOE’s process, additional changes may be needed through the final presentation and vote with Council in June 2020.
2. The second fiscal analysis and the Constitution & Bylaws Analysis was originally slated for November - December 2019. Changes were made to these based upon the report of the first fiscal analysis subcommittee and the workload of the Constitution & Bylaws Committee and the Committee on Organization. The fiscal analysis working group recommended an expanded review of the financial impact of the recommendations after acceptance and approval of the recommendations. This is in part because ALA staff and members would be unable to complete this analysis without many implementation details.
3. Identification of the Implementation Team/Implementation Working Group, originally slated for November 2019 will be postponed until after the initial work of the Constitution & Bylaws Committee and the Committee on Organization to determine the exact needs of the Working Group. To begin the implementation process analysis and ensure member input, SCOE would like to draw upon the expertise of the Constitution & Bylaws Committee and the Committee on Organization to determine what implementation steps will be necessary. SCOE asks that this analysis be done by May 1, 2020 to allow for inclusion in the final materials and report that will be shared with Council for a vote.

Appendix C: 2017-2018 ALA CD#35.1 2018 ALA Annual Conference

This Council Document is presented in its original form with the exception of document appendices which have been removed for length. For the full appendix which includes list of chapters, organizational charts, and kitchen table talk discussions and additional resources please refer to the [full council document](#).

American Library Association

Organizational Effectiveness Plan

2018 Annual Conference – New Orleans, LA

BACKGROUND:

Following the 2018 ALA Midwinter Meeting, the ALA Executive Board working group on governance and organizational effectiveness—Mary Ghikas, Andrew K. Pace, Lessa K. Pelayo-Lozada and Patricia Wong—transcribed and created a database of feedback from the discussions at ALA Council and at PBA, as well as other feedback received – over 300 documents. Wordles were also created to assist working group members in the analysis. The resulting files were reviewed by members of the working group.

On April 5, the working group met to discuss next steps and to review an initial draft of this document. Based on that discussion and review, at their spring meeting, the ALA Executive Board decided to retain outside consultants to advance this discussion. In addition, ALA President Jim Neal will appoint an ad hoc Steering Committee and Executive Oversight group. What follows is a summary of the Midwinter 2018 feedback, a draft timeline for next steps, a steering committee structure, and structure for facilitated discussions to take place at ALA Annual 2018 in New Orleans.

Attachments:

- (1) APPENDIX 1: Council and PBA feedback on Organizational Effectiveness discussion (Wordles)
- (2) APPENDIX 2: Concurrent Activities
- (3) APPENDIX 3: 2017-2018 ALA CD#35, 2018 ALA Midwinter Meeting – American Library Association, Organizational Effectiveness Discussion

ALA Governance Review Process

The following outline attempts to look at the reorganization process from two perspectives: what we know and how we might move forward.

A series of appendices provide additional information, including: (1) Wordle images of what we know, (2) descriptions of related ongoing work that both the ALA Membership and Management will need to be aware of as this process proceeds, and (3) the 2018 Midwinter discussion document.

Purpose and Key Question:

The purposes of the Governance Review were laid out in the Midwinter 2018 document -- 2017-2018 CD#35. (See Appendix 3) CD#35 also positioned the ALA Mission as a central guide for this work, along with

a set of “guiding principles.”

ALA Mission: *To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.*

To achieve this mission, ALA has defined four strategic directions:

- Advocacy
- Equity, Diversity and Inclusion
- Information Policy
- Professional and Leadership Development

As we think about how we organize to support this mission, these “guiding principles,” articulated in the 2018 Midwinter Meeting discussion document, need to be kept in mind:

1. We will build upon ALA’s strengths
2. We will focus on ALA’s Strategic Directions—Advocacy; Information Policy; Professional & Leadership Development; Equity, Diversity, and Inclusion
3. We will enable open, flexible, and easy member engagement
4. We will simplify and streamline process
5. We will ensure a governance and coordinating structure that enables members and staff to be effective, engaging in meaningful and productive work
6. We will empower member engagement
7. We will adopt a new mindset
8. We will optimize use of ALA staff time
9. We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
10. We hope to be a model of innovation for professional associations

ALA is an association. As such, its primary asset for achieving its mission is its members, working with staff to achieve a shared mission and shared goals. The ALA membership includes over 58,000 individuals, organizations and corporations. Indirectly, through chapters and affiliates, which typically have overlapping memberships with ALA, the reach is significantly larger. Collectively, membership and those associated through chapter or affiliate membership represent librarians, a wide range of other individuals with many specializations who work in or for libraries, trustees, friends and advocates for libraries, corporate leaders invested in the library ecosystem, content creators, and others.

While the mission and membership focus remain, the question implicitly posed by the document developed for the 2018 Midwinter Meeting discussion was: “How can ALA best organize itself to fulfill its mission in the 21st century?”

What We Know Now: Midwinter 2018 feedback

Feedback from discussion with Council and other active members during the 2018 Midwinter Meeting, as well as some email feedback, largely confirmed the “findings” of the Kitchen Table Conversation. (see Appendix 3) But, as would be expected from a largely more active and ALA-experienced group, extended them in some respects. (see Appendix 1)

- ALA needs to be relevant to those with an MLS – and to those without an MLS who work in libraries, do work related to libraries; and, focus on or support libraries and their missions. There is also a desire for clearer, stronger focus on the needs and interests of library workers, which suggests that a comprehensive look at ALA may necessarily involve a close look at ALA-APA, and at potential funding mechanisms.
- Given the experience of many participants and the complexity of the organization, unsurprisingly one focus of attention was figuring out where to start. Which thread do you pull? Where are the innovative opportunities? Can we look at the question from an “issue perspective” not a “type of library perspective”?
- There was significant emphasis – echoed in internal (staff) discussions – about focus on advocacy, or perhaps on advocacy and education.
- There was strong focus on mindful, consistent relationship development – encompassing ALA Chapters and other state associations (e.g., AASL and ACRL-affiliated organizations, ALA Affiliates, and other organizations, both within ALA’s unique areas of focus and broader areas representing member values).
- In both the discussions on advocacy and on relationships, there is interest in stronger collaboration between ALA and chapters/state associations and in being able to act locally.
- Feedback echoed the Midwinter document’s focus on reduced complexity and reduced redundancy – but both complexity and redundancy are to some extent in the eye of the beholder. Comments included the need to “force prioritization,” “focus on what matters,” disband groups are “aren’t effective,” and shift to a more “as needed” structure, rather than so many standing bodies.
 - There is a perceived tension between resolving complexity/reducing or eliminating silos and the desire to find “my place,” “my home.” This tension will have to be addressed.
- Clarity in both structure and communications was a strong focus. Members want to “feel impassioned, invested, and relevant.” As was clear in the Kitchen Table Conversation findings, they want “clear pathways to engagement.” Other comments focused on member ROI; a collective and sustainable focus; a member-centric vs. member-led organization and enabling “complete and robust participation.”
- There is recurring interest in investing in IT – including the technology for “virtual” or digital participation and learning.

Moving Forward: 18-month timeline

The question then is “what are the next steps?” While the Midwinter Meeting largely confirmed many aspects of the diagnosis, and suggested elements of a solution, the difficult work of negotiating a “solution” in a highly participative and complex organization, with interests that sometimes compete, remains to be done.

For that purpose, the Board wishes to retain a consultant. While consultants coming from the library arena, with ALA experience, will bring knowledge of ALA’s culture(s), consultants coming from the association arena will bring knowledge of the wide array of models among associations – and their relative success in achieving specified aims. Management and the Board recommend a consultant from the Association or nonprofit environment, knowledgeable in the variations and purposes of association governance

structures. Given the demands of the process, consultation and member facilitation of the change management process itself may be highly desirable. Since consultation with a deep understanding of current ALA organization and governance is also desired, the Board is recommending a Steering Committee to work closely with the outside consultant to guide what is likely to be a complex process, extending over 12-18 months, followed by an implementation phase.

A working calendar is outlined below – primarily to show the feasibility of the time frame proposed. It is highly likely that the specific approaches and intermediate steps within the timeline will change as ALA begins working with specific consultants and establishes the steering committee.

(1) Now – Through Annual Conference 2018

Conduct a series of facilitated focus groups or discussions built around some of the specific questions sitting behind many of the comments/concerns raised in both the Kitchen Table Conversations and at the 2018 Midwinter Meeting. These facilitated discussions will take place at ALA Annual and virtually. These may be structured around several “what if” scenarios, for instance:

- A shift from a structure largely based on standing committees to one largely based on as-needed groups, with a (small) core of “standing” committees.
- A shift from a “governance” model to an “engagement” model for many specialty groups, e.g. Round Tables. (see, for example, <http://growglobally.org/?p=1394>)
- A stronger ALA-Chapter/State Association structure.
- A different Board/Council composition/structure/relationship
- A potential change in or streamlining of the current ALA/Division relationship

(2) Annual Conference 2018 to Fall 2018 Board meeting

Based on feedback to date, work with consultant(s) to create multiple versions of a “new” ALA.

(3) 2018 Board Meeting to Midwinter 2019

Review scenarios at Fall Board meeting. Adjust scenarios based on Board feedback. Distribute adjusted scenarios for member/potential member feedback. Prepare discussion documents for 2019 Midwinter Meeting discussion.

(4) Midwinter 2019

Hold facilitated discussions (National Issues Forum-style discussions) at Midwinter 2019, aimed at identifying “common threads” in member response. The objective is to arrive at a “new ALA” model.

(5) Midwinter 2019-Spring 2019 Board Meeting

Prepare draft “new ALA” scenario (single) and related discussion materials for discussion at Spring 2019 Board meeting.

(6) 2019 Spring Board Meeting – 2019 Annual Conference

Adjust scenario and related materials based on Board discussion. Distribute widely for consideration prior

to the 2019 Annual Conference.

(7) 2019 Annual Conference

Hold series of facilitated discussions on proposed model. Continue to develop model, based on feedback.

(8) 2019 Annual to 2020 Midwinter Meeting

Develop action document(s) for Council/membership. Develop potential implementation plan/schedule. Develop FAQ.

(9) 2019 Annual to Spring Election

Share information widely. Schedule online discussion sessions. Develop spring ballot materials. Refine implementation plan based on feedback.

Spring 2020 Election and forward.

Based on Spring 2020 election plan, begin implementation.

Guiding the Process

2017-2018 ALA President Jim Neal has committed to leading this process through to completion – at least completion of the design and initial decision process. Vice President / President-elect Loida Garcia-Febo has already indicated that President Neal will continue in an oversight/leadership role after his presidential term ends in 2018. The Executive Board has approved this structure to guide the process.

Executive Oversight Group: Jim Neal (2017-2018 ALA President; Past President, 2018-2019)

Mary Ghikas (ALA Executive Director)

TBD, Steering Committee Chair

Consultant (s)

Steering Committee:

Executive Board (2) (including Chair)

Council (2)

Division Leadership (2)

Round Tables (1)

Chapters (2)

ALA Ethnic Affiliate (1)

Emerging professional (e.g. NMRT, Emerging Leader, Spectrum Scholar) (1)

At-large (1)

ALA Staff (1)

There should be significant attention to diversity of all types – including diversity in length of membership – in forming the steering committee.

This work is also taking place within the context of multiple “streams” of change (see Appendix 2). It will be important for the Board, Management and, to a lesser extent, the Steering Committee to remain aware of these additional change streams and to consider their potential impacts.

Appendix D: Avenue M Survey Results

The full [Avenue M. - Final Survey Report](https://bit.ly/31aTtWG) is approximately 70 pages long and can be read at the link provided (<https://bit.ly/31aTtWG>). Below is a summary presented to the ALA Executive Board at their Fall 2018 meeting as EBD#12.12 ALA Survey Results: Avenue M Presentation



Project Overview: Membership Research



Research Goals

Better understand the interests, needs, motivations, habits and behaviors of current and former members and those who have never been members of ALA.

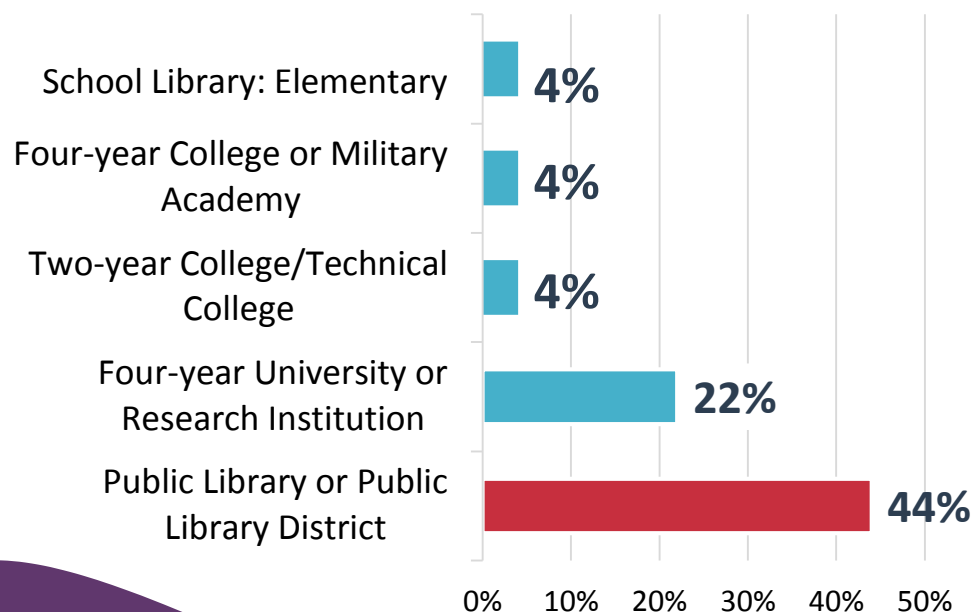


Electronic Survey: July 10 – July 27, 2018

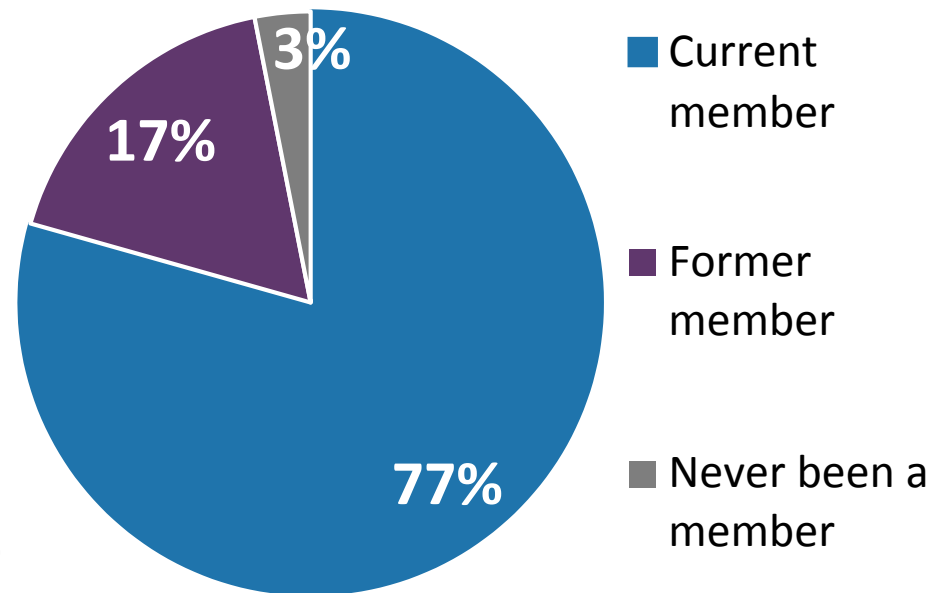
- Survey delivered to 65,152 individual email addresses.
- 10,386 survey responses; overall response rate = 16%
- Margin of error of +/-1% at the 95% confidence level is well within the industry standard

Study Participants*

Work Setting



Membership Status



*Please note this is an overview of the demographics, and some figures have been rounded or excluded. Please refer to the Excel file for all data.

81%
are white

80%
are female

Study Participants*

Years a Member	Respondents
1 year or less	21%
2 – 3 years	41%
4 – 5 years	14%
6 – 10 years	10%
11 – 15 years	4%
16 – 20 years	2%
21 – 30 years	2%
31 or more years	1%

Years in Profession	Respondents
Less than 1 year	2%
1 – 5 years	22%
6 – 10 years	20%
11 – 15 years	16%
16 – 20 years	12%
21 – 30 years	15%
31 or more years	10%

*Please note this is an overview of the demographics, and some figures have been rounded or excluded. Please refer to the Excel file for all data.

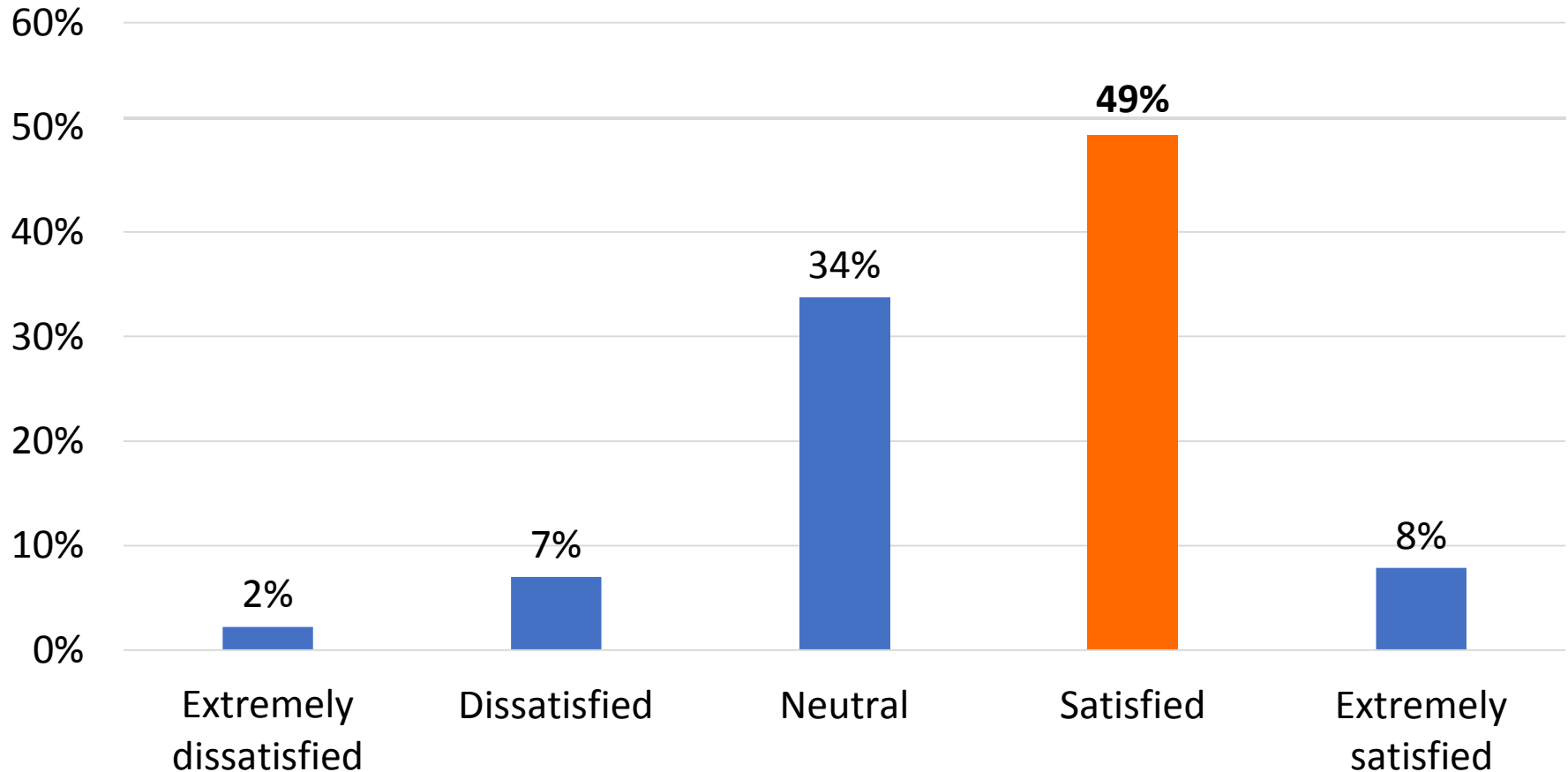


Key Findings

ALA members are drawn to membership because they see ALA as an advocate for the profession.

Drivers of Membership	Not a Driver	Low Driver	Medium Driver	High Driver
Believe in supporting my profession	3%	10%	34%	54%
Support advocacy for the profession	5%	14%	37%	44%
Support intellectual freedom	7%	17%	36%	40%
Learn new skills to become more proficient in my job	10%	15%	38%	37%
Keep up-to-date through ALA publications	8%	19%	40%	33%
Access to ALA Division	25%	22%	27%	26%
Employer pays my dues	67%	6%	10%	16%
Gain leadership experience through volunteer service	34%	30%	23%	13%
Receive member discounts for continuing education	38%	28%	23%	11%

Though roughly half of members are satisfied, few are extremely satisfied with their ALA membership.



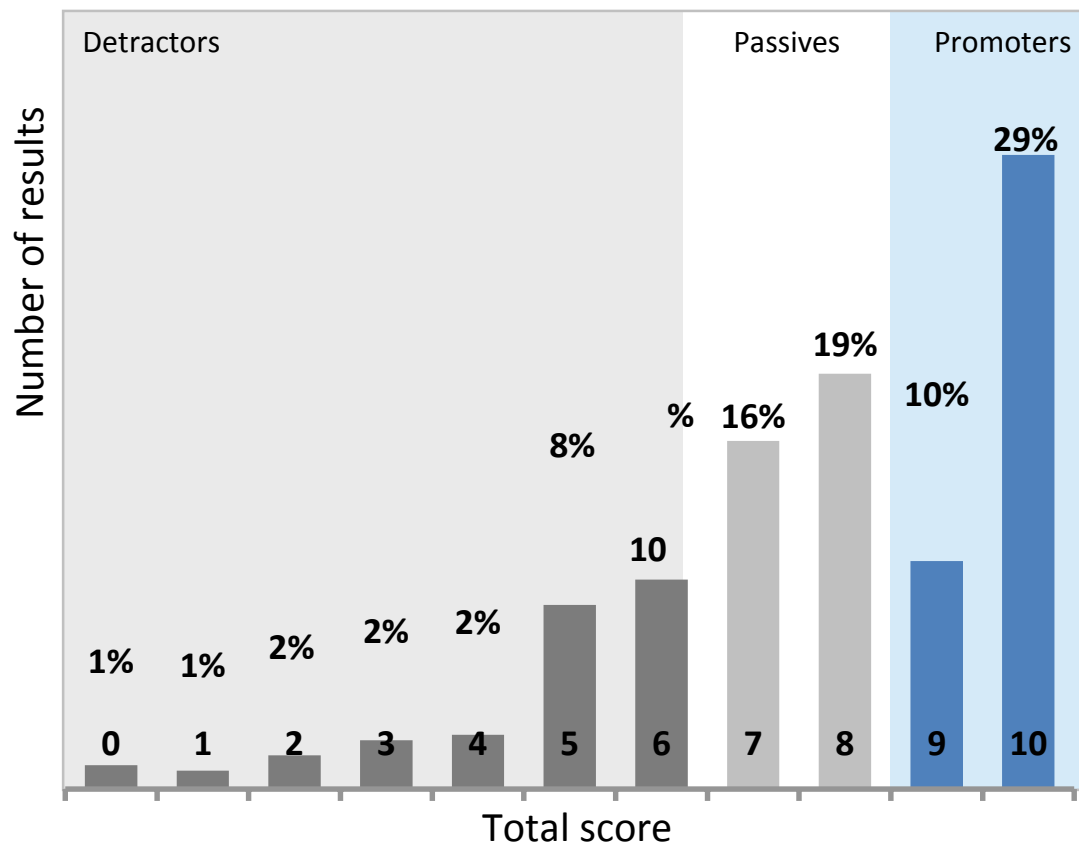
ALA Membership Satisfaction

- The proportion of ALA members who are extremely satisfied with membership is lower than the average of 25% observed in Avenue M's database*.
- Satisfaction is higher among members who have been in the profession longer (21+ years), and it is lower for those newer to the field.

*Avenue M's database includes professional membership associations from a range of industries.

Net Promoter Score

Number of Results per Total Score



NPS (Net Promoter Score)

% Promoters - % Detractors =

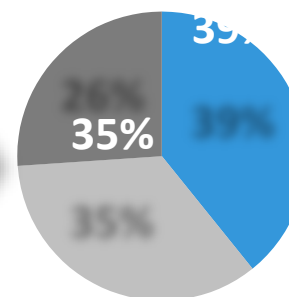
+13

-100

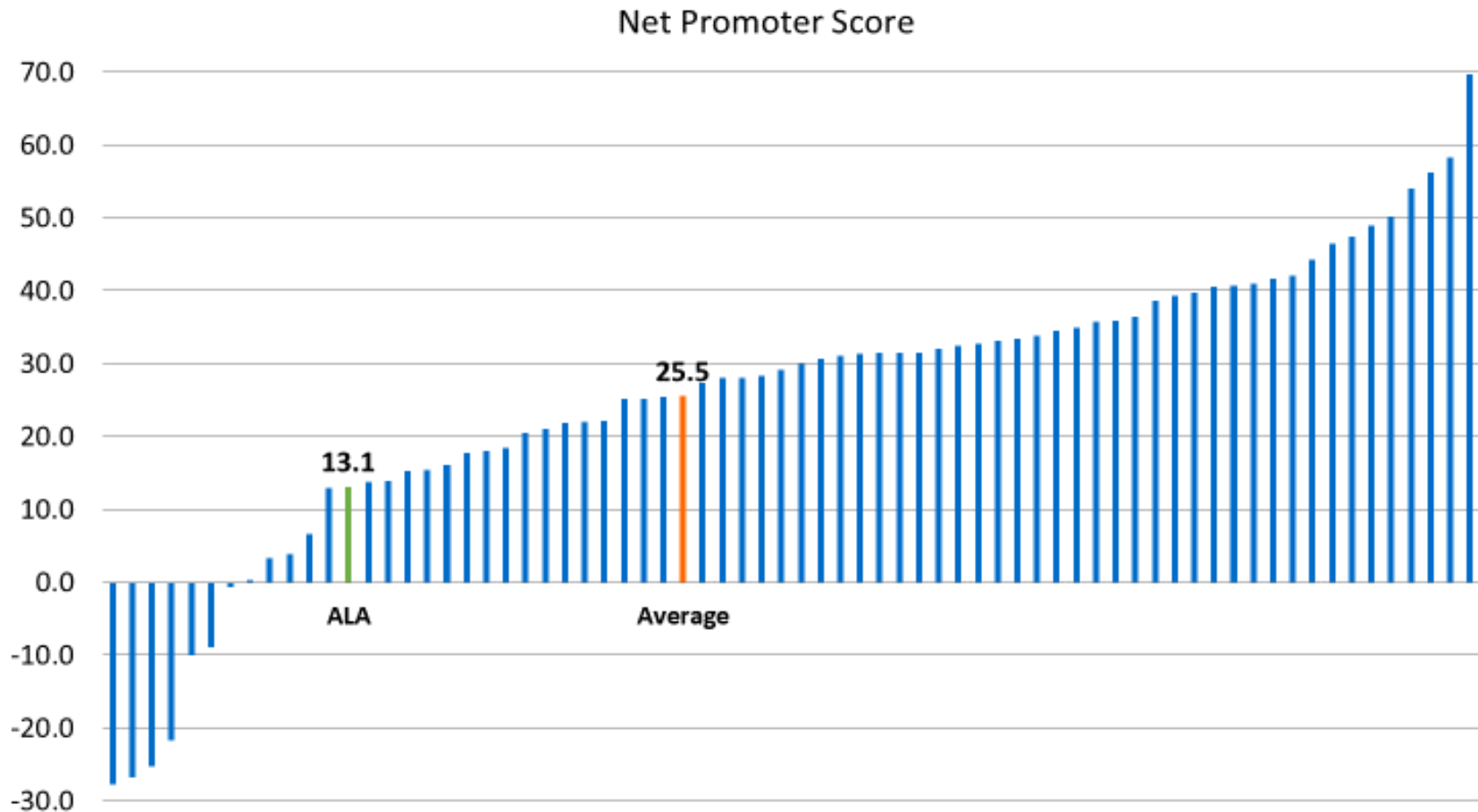
+100

Promoters

Passives
Detractors



Member loyalty is low relative to other professional associations.



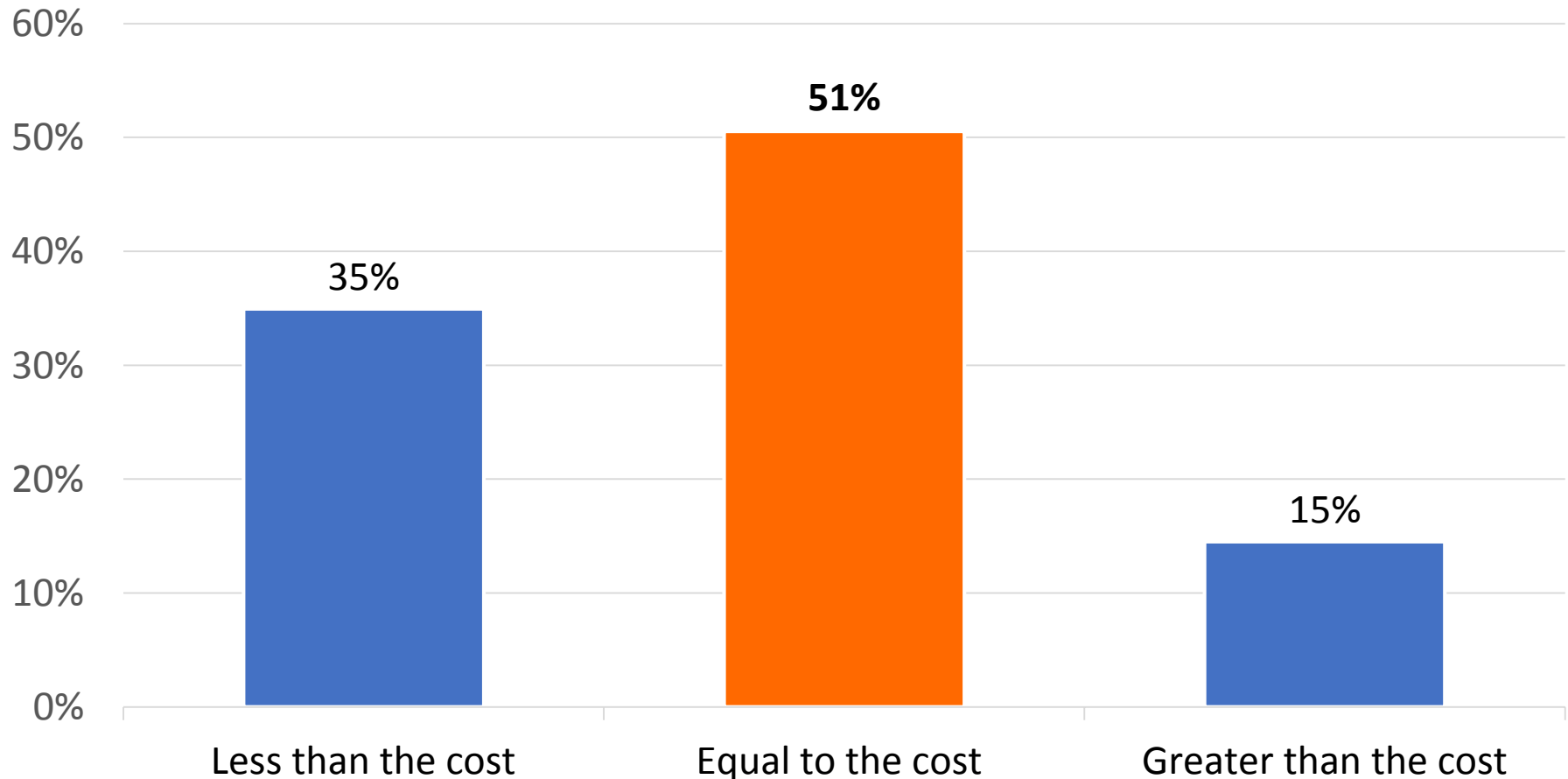
*This average is based on Avenue M's database, which includes professional membership associations from a range of industries.

Two-thirds of members
pay their own ALA
membership dues.

53% pay for dues
associated with
divisions and/or
roundtables.



Though the value of membership is equal to the cost for about half of members, more than one-third of members are concerned with ALA's value proposition.



How to Increase the Value of Membership?

1

Free registration to a CE course/webinar with membership (52%)

2

More virtual conferences (24%)

3

Improve accessibility of resources on website (20%)

4

More opportunities to increase skillsets (20%)

5

Increase state/local advocacy (19%)

How to Increase the Value of Division Membership?

PLA Board of Directors
Fall 2019 Meeting
Document no.: 2020.20a

1

Free registration to a CE course/webinar with membership (44%)

2

More virtual conferences (22%)

3

Make it easier to find resources online (17%)

4

More opportunities to increase skillsets (16%)

5

Increase state/local advocacy (16%)

Members of ALA Divisions often derive more value from their Division membership than their National membership.

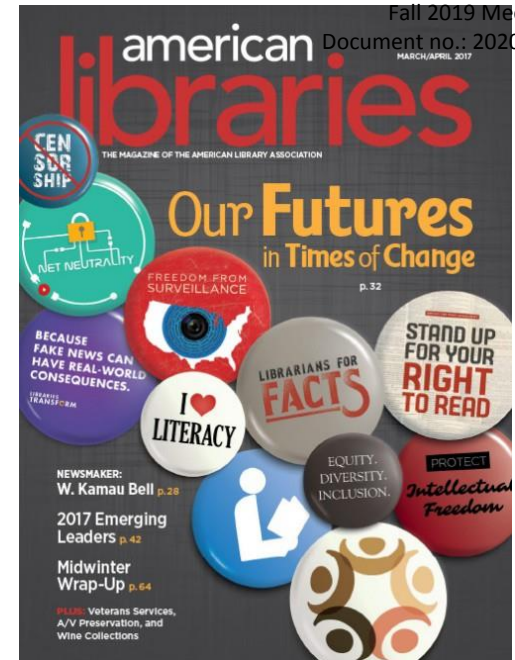
Value of National Verse Division Membership	Percent
I receive more value from my division membership(s)	48%
I receive equal value from my ALA membership and my division membership(s)	24%
I receive more value from my ALA membership	12%
I don't know	16%



ALA members believe that ALA National is most effective in advocating for the profession and helping them stay up-to-date.

Which branch of ALA is most effective?	ALA (National)	ALA Division(s)	ALA Regional/ State Chapters	ALA Round Table(s)	Non-ALA Association
Advocates effectively on behalf of my profession	67%	11%	13%	1%	7%
Helps me stay up-to-date on the latest information in my profession	52%	28%	9%	2%	9%
Provides high quality, affordable education	29%	26%	18%	1%	26%
Facilitates networking or the exchange of information between peers	25%	26%	27%	5%	17%
Offers volunteer opportunities	17%	26%	29%	6%	22%

- *American Libraries Magazine* (78%)
- ALA Annual Conference (58%)
- AL Direct (41%)
- ALA eLearning (41%)
- ALA Standards and Guidelines (40%)



ALA American Library Association

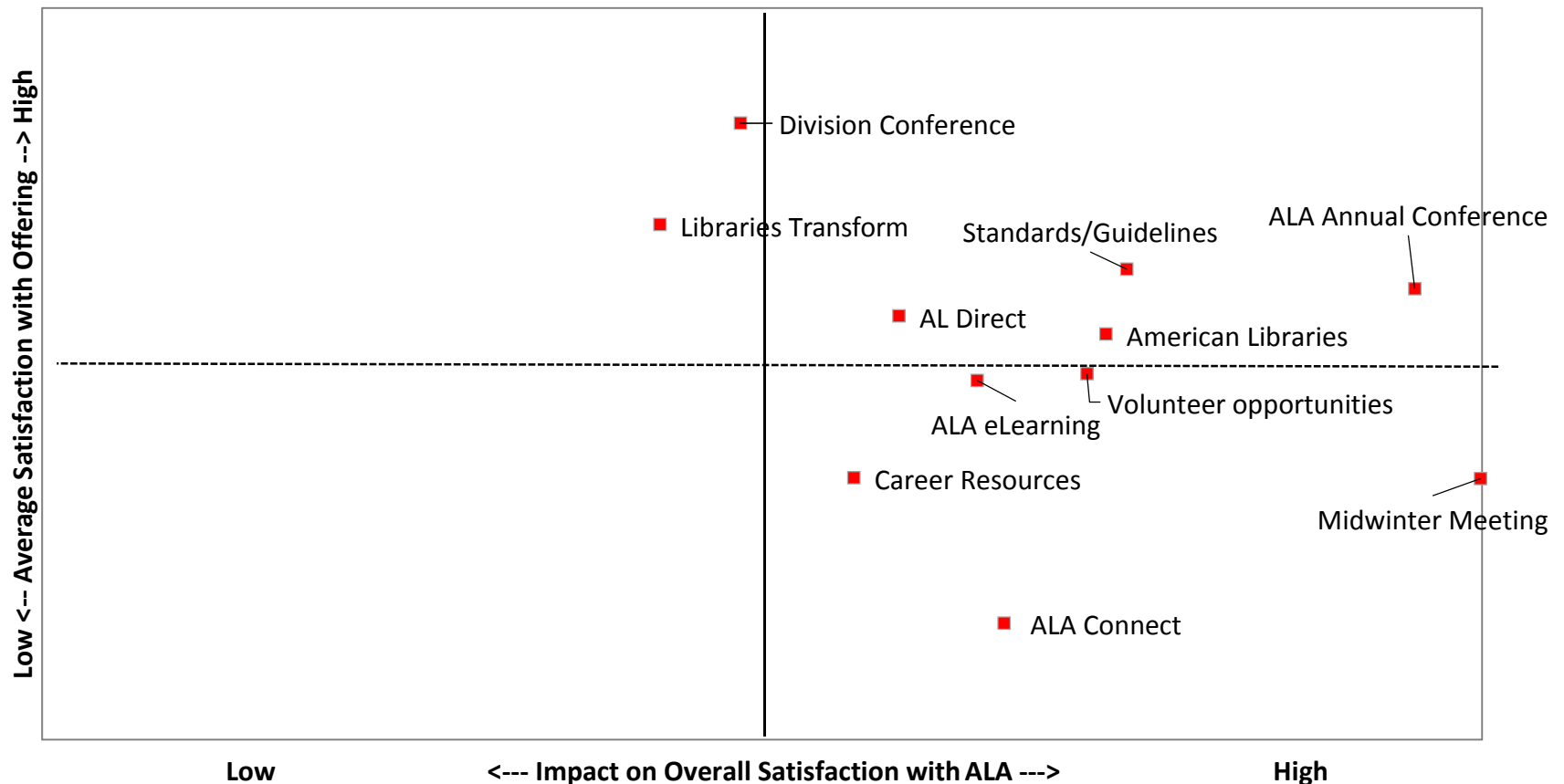
Satisfaction for ALA's core benefits is generally strong.

Benefit Usage and Satisfaction	Usage	Satisfaction (Satisfied + Extremely Satisfied)
American Libraries	78%	74%
ALA Annual Conference	58%	77%
AL Direct e-publication/newsletter	41%	75%
ALA eLearning (webinars, online courses)	41%	71%
ALA Standards and Guidelines	40%	79%
ALA Midwinter Meeting	33%	62%
ALA Connect	29%	46%
Division Conference/Symposium/Forum	29%	85%
Libraries Transform public awareness resources	23%	83%
ALA Library Resource Guides	21%	75%
Career Resources	21%	59%
I Love Libraries Website	20%	78%
ALA online discussion lists	19%	65%
Advocacy Resources	17%	81%

This table only displays a selection of benefits.

The ALA Midwinter meeting and Annual Conference have the strongest relative impact on overall membership satisfaction.

Satisfaction with Offerings & Impact on Overall ALA Satisfaction



Connectedness to ALA

34% of members feel connected to ALA, 20% feel disconnected and 46% are neutral.

- Long-term members have a stronger sense of connectedness to ALA than their peers.
- Newer members (5 years or less) are more likely to feel disconnected.

Connectedness to ALA (continued)

Members indicated that the top ways they feel connected or would feel more connected to ALA are...

- Meeting other librarians and library workers (36%)
- Learning new things from ALA educational offerings (33%)
- Collaborating with peers (31%)
- Meeting colleagues/peers at events (31%)



ALA is described as informative and relevant but also expensive and bureaucratic.

Positive Attributes

Negative Attributes



Non-Member Survey Respondents

The majority of former members did not make it past the three-year mark of membership (62%).

A misalignment between dues and value is the number one reason some library professionals are not members of ALA.

Just one in five non-members say they are likely (15%) or extremely likely (5%) to join ALA in the next year.

Keeping up-to-date is library professionals' number one challenge.

Professional Challenges	Percent
Keeping up-to-date with new trends and developments in the field	41%
Dealing with budget constraints	37%
Personal considerations (e.g., work/life balance, family commitments)	30%
Expanding my knowledge/level of expertise	29%
Finding a job or making a job change	23%

This table only displays a selection of challenges.

ALA effectively helps library professionals address some of the challenges they face.

How Well Do You Feel ALA Addresses Each of These Issues?	Bottom-two box (Not well + Not well at all)	Top-two box (Well + Very Well)	Unsure
Keeping up-to-date with new trends and developments in the field	4%	72%	6%
Expanding my knowledge/level of expertise	10%	51%	12%
Expanding my network/connections with other library professionals	17%	40%	12%
Finding a job or making a job change	30%	20%	19%
Dealing with budget constraints	32%	17%	22%
Personal considerations	40%	6%	35%

This table only displays a selection of issues/challenges.



Next Steps - Recommendations

- Develop a wide range of volunteer opportunities and emphasize the benefits of these opportunities on the volunteer and on the profession.
- Diversify communications to members and prospects about the opportunities at ALA.
- Demonstrate the value of paid ALA resources over free alternatives.

- Increase awareness of ALA's advocacy-related successes. Make it easier for members to become involved in advocacy issues.
- Guide members to ALA's educational and professional development offerings that best fit their career stage, topical interests and formatting preferences.

- Use this research to further evaluate ALA's portfolio of programs, products and services. Guide members to the offerings that best address their needs.
- Highlight how ALA membership can save members time and money in the short- and long-term.

Sheri Jacobs, FASAE, CAE, President & CEO

Trevor Schlusemann, CIPP/E, Vice President, Market Research and Analytics

Nick Fernandes, Senior Director, Marketing Research

Matt Cavers, Senior Market Research Analyst

Emily Thomas, Market Research Analyst

Greer Faber, Marketing Assistant

Prepared by Avenue M Group

TO: PLA Board of Directors
RE: Plans for ALA 2020 Midwinter and Council Breakfast
FROM: Barb Macikas
DATE: October 1, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report

Overview

The PLA Board and most PLA committees will not be meeting at the ALA Midwinter Meeting this January. Some board members (Ramiro Salazar, Stephanie Chase, and Clara Bohrer) will have PLA obligations that will require them to attend Midwinter.

The Board should consider whether or not to continue to host the breakfast for ALA Councilors who are PLA members and/or public library staff at the 2020 Midwinter. PLA staff have requested a meeting room for the event, 8:30-10 am, Monday, January 27.

Pros:

- Continue to develop relationships with ALA Council members
- Opportunity to share PLA positions on SCOE, ALA generally
- Opportunity to showcase PLA initiatives to ALA leadership and to demonstrate PLA contributions to leadership, programming, and ALA finances
- Spend down opportunity

Cons:

- Will we have enough PLA board leadership to facilitate discussions
- Is this the best use of our time and resources?
- Is there a better opportunity?

Attached are the results of the evaluation from the ALA 2019 Annual Conference Councilor breakfast

Attachment

PLA STRATEGIC GOAL LINK (check all that apply)

☒ TRANSFORMATION ☒ LEADERSHIP ☒ ADV. & AWARENESS ☒ E.D.I.S.J. ☒ ORG. EXCELLENCE



SIGN UP FREE



PLA Breakfast for Councilors Follow-Up Survey

QUESTION SUMMARIES

DATA TRENDS

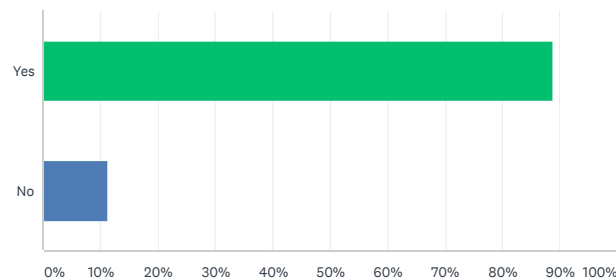
All Pages ▼

Q1



Did you attend the PLA breakfast for public library/PLA member Councilors at ALA Annual

Answered: 44 Skipped: 0



ANSWER CHOICES

RESPONSES

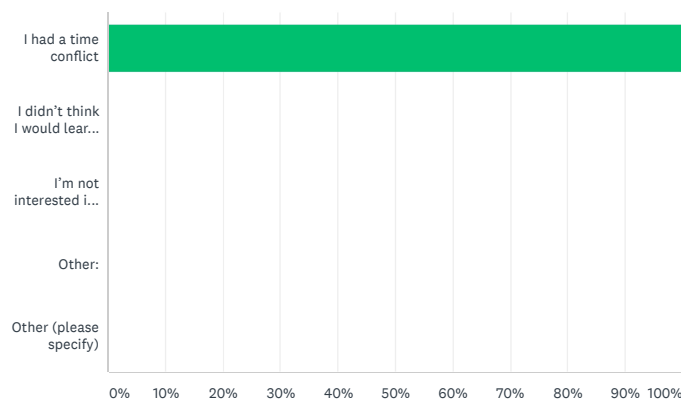
Yes	88.64%	39
No	11.36%	5
TOTAL		44

Q2



We are sorry to have missed you. We are interested in knowing why you did not attend so we can improve future engagement opportunities.

Answered: 4 Skipped: 40



ANSWER CHOICES

RESPONSES

I had a time conflict	100.00%	4
I didn't think I would learn...	0%	0
I'm not interested in...	0%	0
Other:	0%	0
Other (please specify)	0%	0
TOTAL		4

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44 responses



ANSWER CHOICES		RESPONSES	
I didn't think I would learn anything new		0.00%	0
I'm not interested in this event		0.00%	0
Other:		0.00%	0
Other (please specify)	Responses	0.00%	0
Total Respondents: 4			

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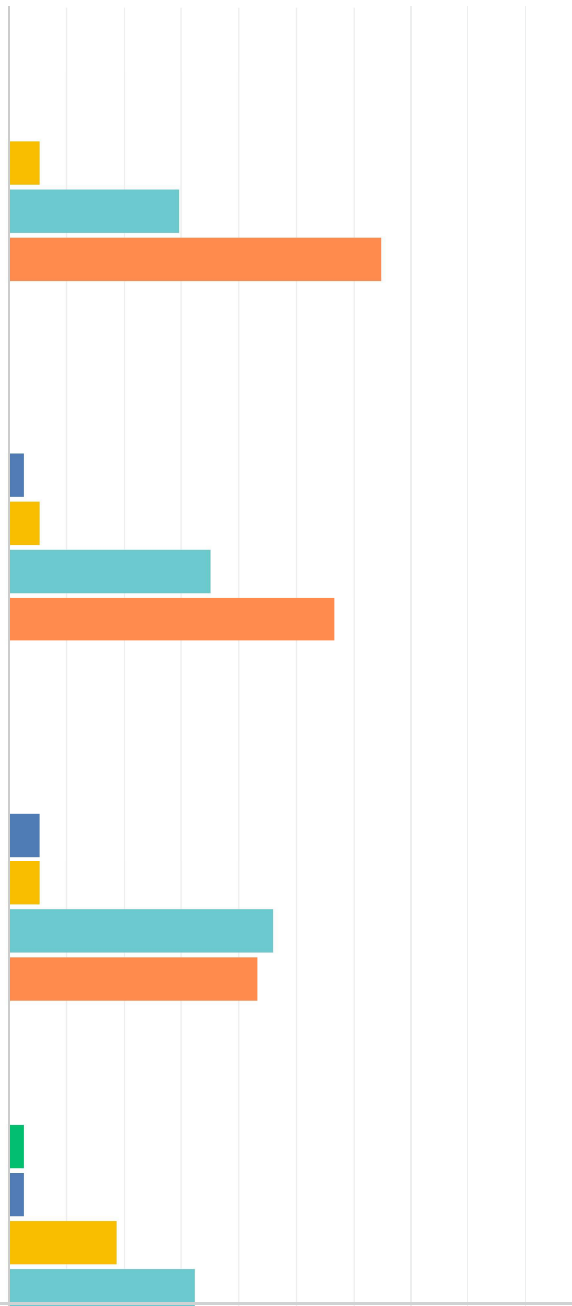


Q3



On a scale of strongly disagree to agree, please rate your agreement with the following statements:

Answered: 37 Skipped: 7



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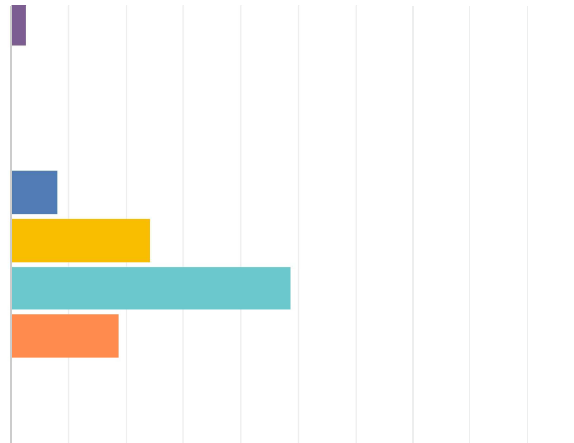
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Strongly Disagree Disagree Neither Disagree nor Agree Agree
Strongly Agree N/A

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	N/A	TOTAL	WEIGHTED AVERAGE
The discussion helped me connect with my peers	0.00% 0	0.00% 0	5.41% 2	29.73% 11	64.86% 24	0.00% 0	37	4.59
The discussion helped me share ideas about how ALA Units can improve	0.00% 0	2.70% 1	5.41% 2	35.14% 13	56.76% 21	0.00% 0	37	4.46
The discussion helped me share ideas about what ALA Units do well	0.00% 0	5.41% 2	5.41% 2	45.95% 17	43.24% 16	0.00% 0	37	4.27
The handouts helped me gain confidence in my understanding of PLA's priorities	2.70% 1	2.70% 1	18.92% 7	32.43% 12	40.54% 15	2.70% 1	37	4.08
The breakfast presentation helped me learn what ALA Units are doing to support library growth	0.00% 0	8.11% 3	24.32% 9	48.65% 18	18.92% 7	0.00% 0	37	3.78

Q4



How could we have improved the session?

Answered: 37 Skipped: 7

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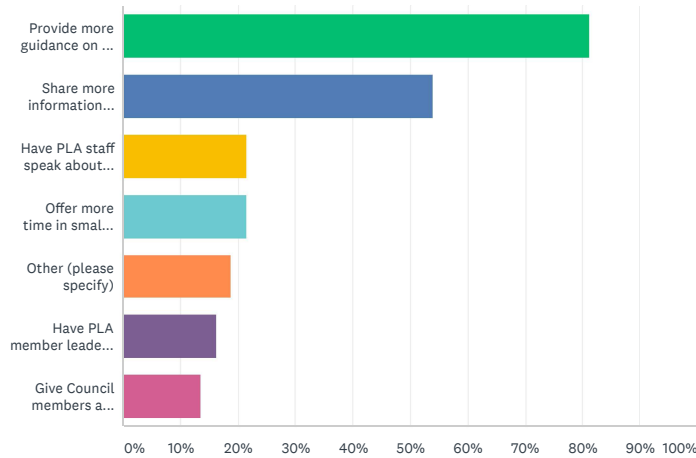
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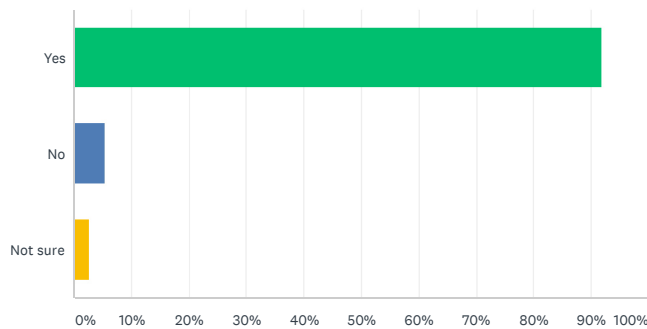
ANSWER CHOICES	RESPONSES	
Provide more guidance on PLA concerns in order to better advocate at council	81.08%	30
Share more information about PLA's strategic priorities	54.05%	20
Have PLA staff speak about their work with the field	21.62%	8
Offer more time in small groups with my Council peers and PLA leaders	21.62%	8
Other (please specify)	Responses 18.92%	7
Have PLA member leaders share more about their work in the field	16.22%	6
Give Council members a chance to present	13.51%	5
Total Respondents: 37		

Q5



Would you recommend PLA host another presentation, schedules permitting, at ALA Midwinter in Philadelphia?

Answered: 37 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	91.89%	34
No	5.41%	2
Not sure	2.70%	1
TOTAL		37

Q6



Would you participate in an ALA Connect space for ALA Councilors that work in public libraries?

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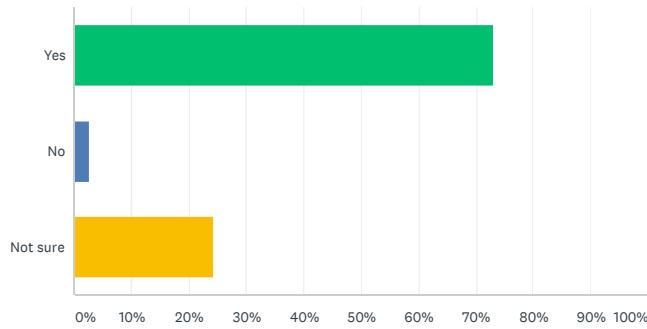
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44 responses



Answered: 37 Skipped: 7

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ANSWER CHOICES	RESPONSES	
Yes	72.97%	27
No	2.70%	1
Not sure	24.32%	9
TOTAL		37

Q7



What would you like to know more about or discuss in a future meeting or online space?

Answered: 22 Skipped: 22

Transparency in PLA expenditures, an overview on how PLA selects speakers and guests during conferences

7/12/2019 6:56 PM

More clarity on how PLA wants to work with Council. What is the ultimate goal?

7/1/2019 9:17 PM

Strategic voting to support PLA and keep ALA strong

7/1/2019 8:09 PM

Popular trends in public libraries and how to prioritize them.

7/1/2019 6:38 PM

Q8



Please share any other suggestions or comments you would like PLA staff to know.

Answered: 14 Skipped: 30

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why hold PLA conference right after ALA Midwinter? Surely we all need some extra time let alone get approved for funding and attending the event, does not matter if it's every two years- funding is funding and public libraries don't have that.

7/12/2019 6:56 PM

I really enjoyed having the time connecting with councilors with PLA connections.

7/2/2019 10:54 AM

No longer on council so would not be able to vote

7/1/2019 8:09 PM

Love doing these, thank you.

7/1/2019 6:38 PM

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TO: PLA Board of Directors
RE: Future PLA Board Meetings
FROM: Barb Macikas
DATE: October 1, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report

PLA Winter Board Meeting

Since the Board will not be meeting at the ALA Midwinter Meeting in January 2020, we will hold our winter meeting ahead of the opening of the PLA conference. Our meeting will be held Tuesday, February 25, noon-5 pm at the hotel or the convention center. Committees that expressed interest in meeting at PLA will meet 2-5 pm on Tuesday.

PLA Spring Board Meeting

ALA will hold its National Library Legislative Day event May 4-5. Monday, May 4 will be training; Tuesday, May 5 will be for meeting with elected officials. The PLA board meeting will be Sunday, May 3, noon-5 pm. We will reach out to Board members about air and hotel closer to the date. PLA will cover your travel costs and two nights' hotel.

More NLLD information is here:

<http://www.ala.org/advocacy/nlld>

PLA STRATEGIC GOAL LINK (check all that apply)

☒ TRANSFORMATION ☒ LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ☒ ORG. EXCELLENCE