

TO: ALA Executive Board
ALA Council

SUBJECT: Round Table Dues Standardization

BOARD REQUEST: Board Action

ACTION REQUESTED BY: ALA Membership Committee

CONTACT PERSON:

Miranda Bennett, Chair, Membership Committee
Melissa Walling, Staff Liaison, Membership Committee

DRAFT OF MOTION:

Motion One: On the recommendation of the ALA Membership Committee, the ALA Executive Board to recommend to ALA Council the following dues structure for all Round Tables effective FY24:

All Personal Members (<i>Except Students</i>)	\$ 15
Student Members	\$ 5
Organization/Corporate Members	\$ 30

Motion Two: On the recommendation of the ALA Membership Committee, the ALA Executive Board to recommend to ALA Council the following provisions to all Round Tables for a transitional period of three years starting in FY24 to minimize any adverse impact on individual Round Tables:

- At the close of each fiscal year, if a Round Table’s dues revenue has decreased by more than 2% from the previous fiscal year, ALA will provide a subsidy of the entire lost amount to the Round Table. Any decrease of less than 2% would not be recovered.
- No Round Table will lose its Councilor during this time; however, any Round Table experiencing sufficient membership growth could gain a Councilor during this period following the requirements in the ALA Bylaws.

DATE: December 22, 2022

BACKGROUND:

Context:

As part of the Forward Together initiative (a larger effort within the Association to bring more uniformity to membership and governance), at the 2021 Annual Virtual Conference ALA Council passed [Resolution 46.1](#). Among its provisions was a resolution for Round Tables which included the following:

- [...] all Round Tables align with nominal, annual membership dues to be recommended by the Round Table Coordinating Assembly

In consultation with the ALA Constitution & Bylaws Committee, it was determined that the Round Table Coordinating Assembly (RTCA) should work alongside the ALA Membership Committee to select the new dues structure and bring a proposal to the ALA Executive Board and Council for consideration and approval.

The Round Table Coordinating Assembly activated a Round Table Dues Standardization Task Force with a representative from each of the 19 Round Tables which conducted a close look at the impact to each Round Table. It was noted that the largest impacts of the standardized dues will be to those Round Tables currently offering free memberships or those Round Tables who represent one type of member such as International Relations Round Table, Library Support Staff Round Table or Retired Members Round Table. The full report of this group is attached which includes detailed analysis and individual Round Table reactions.

Process and Rationale:

Standardizing Round Table dues will have a positive impact on the new member experience making it easier for new members to join Round Tables. It will also position ALA to think creatively about bundling and incentivizing Round Table membership with ALA Membership.

The attached report details the representative process that the RTCA Standardized Dues Task Force followed to bring forward potential scenarios to the ALA Membership Committee. The report also reflects the close collaboration between these two member groups during this process as well as the alignment with the Forward Together Fiscal Analysis Working Group Report.

The Membership Committee supports the value that Round Tables bring to the membership experience, and it is important to ensure that there is not a negative impact to member value or programming because of this change. Therefore, the chairs of the Committee and RTCA worked together to determine that we need a safety net provision to provide support during the transition. This extended the scope of the work in a deliberate way to minimize disruptions.

This is challenging work as:

- Currently Round Table dues are established by each Round Table Board resulting in variable price points (including free memberships). Standardizing dues will have varying impact on the 19 Round Tables' counts and dues revenue.
- Three Round Tables represent primarily one membership type – International Relations Round Table, Library Support Staff Round Table and Retired Members Round Table. The standardization will have a greater impact on these three groups.
- Currently there are four Round Tables who offer free membership to Student Members so paid membership will have a favorable impact on dues revenue and a negative impact on membership counts for these Round Tables.

The ALA Membership Committee was provided 3 potential dues scenarios and two potential safety net scenarios that had been ranked by the RTCA Task Force. The ALA Membership Committee was tasked with selecting one dues scenario and one safety net scenario.

While not unanimous, the ALA Membership Committee approved dues scenario one which was ranked as the second highest option by the RTCA Task Force. It unanimously approved safety net scenario A which was ranked the highest option by the RTCA Task Force.

Financial Impact:

- Round Tables generate about \$200,000 annually in dues revenue – Table 2 has full details
- If the recommended dues structure is implemented, it is expected that Round Tables will have a total revenue increase of 2.1% and a total decrease in membership counts of 5% (this is mostly due to the impact of previously free memberships now being paid).
- The safety net is a subsidy which is projected to allocate to the affected Round Tables approximately \$20,000 from the ALA membership dues revenue. This is 0.5% of the ALA membership personal dues budget.

ATTACHMENTS:

Table 1: FY23 Round Table Dues – the current prices for all 19 Round Tables

Table 2: Five Year History of Round Table Dues Revenue and FY23 Budget – shows annual dues revenue collected for Round Tables as well as ALA dues revenue.

Attachment 3: Round Table Coordinating Assembly Standardization Task Force Report. This report includes many of the documents referenced in this report as well as the projected impact on each individual Round Table.

Table 1: FY23 Round Table Dues

FY23 Current Dues											
Member Type Description	ALA Dues	CSKBART	EMIERT	FMRT	GAMERT	GNCRT	GODORT	IFRT	IRRT	LEARNRT	LHRT
Regular Member	78-155	20	20	20	10	15	20	15	15	20	20
Make < \$40,000 annually	56	20	20	20	10	5	20	15	15	20	20
Support Staff Member	56	20	20	20	10	5	20	15	15	20	20
Retired Member	56	20	20	20	10	15	20	15	15	20	20
International Member	56	20	20	20	10	15	20	15	0	20	20
Associate Member	70	20	20	20	10	15	20	15	15	20	20
Trustee Member	70	20	20	20	10	15	20	15	15	20	20
Friends of ALA	70	20	20	20	10	15	20	15	15	20	20
Student Member	41	10	10	0	10	5	10	5	5	20	5
Organization/Corporate	150 - 2000	25	25	30	20	30	35	20	15	50	100

FY23 Current Dues										
Member Type Description	ALA Dues	LIRT	LRRT	LSSRT	MAGIRT	NMRT	RMRT	RRT	SRRT	SUSTRT
Regular Member	78-155	15	15	10	20	15	20	15	15	10
Make < \$40,000 annually	56	15	15	10	20	15	20	15	5	5
Support Staff Member	56	15	15	10	20	15	20	15	15	10
Retired Member	56	15	15	10	20	15	20	15	5	5
International Member	56	15	15	10	20	15	20	15	8	10
Associate Member	70	15	15	10	20	15	20	15	15	10
Trustee Member	70	15	15	10	20	15	20	15	15	10
Friends of ALA	70	15	15	10	20	15	20	15	15	10
Student Member	41	5	0	10	10	10	20	5	0	0
Organization/Corporate	150 - 2000	25	25	10	60	50	20	50	20	25

Table 2: Five Year History of Round Table Dues Revenue and FY23 Budget

		(4000)	(4000)	(4000)	(4000)	(4000)	(4000)
		Actual	Actual	Actual	Actual	Actual	Budget
		(2018) 2018	(2019) 2019	(2020) 2020	(2021) 2021	(2022) 2022	(2023) 2023
11	(591-9152) GENERAL ADMINISTRATION-MEMBERSHIP DUES	4,196,725	4,152,958	4,073,838	3,685,580	3,676,584	3,850,000
13	(601-0000) LIBRARY HISTORY RND-ADMINISTRATIVE	7,503	7,594	7,643	7,661	8,405	7,500
13	(604-0000) GOVT DOCUMNTS RND TB-ADMINISTRATIVE	12,093	11,730	11,217	10,719	10,303	10,500
13	(605-0000) INT FREEDOM ROUND TA-ADMINISTRATIVE	16,429	16,231	15,457	14,718	16,255	14,000
13	(606-0000) INTL RELATIONS ROUND TABLE-ADMINISTRATIVE	9,205	8,917	8,078	7,872	7,971	8,000
13	(607-0000) NEW MEMBERS ROUND TA-ADMINISTRATIVE	18,091	18,447	16,522	15,360	14,913	14,243
13	(608-0000) LIB RESEARCH RND TBL-ADMINISTRATIVE	9,572	9,599	9,232	8,575	8,948	8,500
13	(609-0000) MAP/GEOSPATIAL RND TBL-ADMINISTRATIVE	6,258	5,857	5,713	5,380	5,096	5,800
13	(610-0000) SOCIAL RSPNS ROUND T-ADMINISTRATIVE	11,738	12,075	12,444	13,226	13,026	12,500
13	(612-0000) LIB INSTRUCTION RND-ADMINISTRATIVE	25,350	25,677	23,896	21,952	22,200	25,000
13	(613-0000) ETHNC MTL INF EXCH R-ADMINISTRATIVE	14,805	15,417	15,794	16,842	17,049	13,500
13	(614-0000) LEARNRT-Administrative	7,747	8,285	8,629	8,297	8,980	7,500
13	(615-0000) RETIRED MEMBERS RND-ADMINISTRATIVE	5,151	5,691	5,999	6,132	6,358	5,500
13	(616-0000) GGRT-ADMINISTRATIVE	6,657	6,699	6,774	6,497	6,995	6,500
13	(617-0000) FMRT--ADMINISTRATIVE	3,440	3,564	3,884	4,736	5,416	4,500
13	(619-0000) Rainbow RT-ADMINISTRATIVE	16,368	17,044	16,520	16,005	16,851	16,400
13	(620-0000) SRT-ADMINISTRATIVE	3,921	4,003	4,585	5,132	6,016	4,500
13	(621-0000) Graphic Novel and Comic Round Table - Administration		5,527	10,299	10,682	11,883	7,000
13	(622-0000) CSK RT Administration						5,000
13	(623-0000) Library Support Staff RT-Administration						4,700
	Total Round Table Dues Revenue	174,329	182,357	182,684	179,786	186,665	181,143



Round Table Coordinating Assembly (RTCA) Standardization Task Force: Final Report

Submitted by the RTCA Standardization Working Group and the RTCA Standardization Task Force, September 2022, to the ALA Membership Committee

Members of RTCA Standardization Working Group:

- Charles Kratz, RTCA
- Mark Robison, RTCA
- Melissa Walling, ALA
- Danielle Ponton, ALA

Round Table Representatives to the RTCA Standardization Task Force:

- Deborah Allman, EMIERT
- Athina Livanos-Propst, FMRT
- Liam Whalen, GameRT
- Eva Volin, GNCRT
- Kian Flynn, GODORT
- Kristin Green, IFRT
- Mark Mattson, IRRT
- Cassandra Collucci, LEARNRT
- Steven Knowlton, LHRT
- Susan Mythen, LIRT
- Africa Hands, LRRT
- Kevin Dyke, MAGIRT
- Dani Cook, NMRT
- LeaBeth Wentworth, RRT
- Naomi Angier, RMRT
- April Sheppard, SRRT
- Lisa Kropp, SustainRT
- Aaron Dobbs, LSSRT
- Pauletta Bracy, CSKBART

Background and Scope

The Round Table Coordinating Assembly (RTCA) formed its Standardization Task Force (STF) in March 2022, with the aim of recommending common membership dues rates across all ALA round tables. Historically, the various round tables have had varying dues rates across membership types. As part of a larger effort within the Association to bring more uniformity to round table governance, at the 2021 Annual Virtual Conference ALA Council passed [Resolution 46.1](#). Among its provisions are two requirements of key importance, which the STF was formed to address:

1. [...] all Round Tables adhere to a common template of core By-Laws while maintaining the flexibility of their own operating principles; and
2. [...] all Round Tables align with nominal, annual membership dues to be recommended by the Round Table Coordinating Assembly

In March 2022, each Round Table appointed a member to serve as its representative to the STF. Representatives from all 19 round tables served on the task force. The task force was led by the RTCA Standardization Working Group (SWG), consisting of Casey Conlin, RTCA Convener and Charles Kratz, RTCA Co-convener, along with ALA Associate Executive Director Melissa Walling and ALA Round Table Program Manager, Danielle Ponton. Mark Robison also served on the Standardization Working Group, in his capacity as former chair of RTCA's Bylaws Working Group. After Casey left the group in June 2022, Charles became the Convener and Mark became the Co-convener of RTCA.

In addressing the two provisions of Resolution 46.1, the RTCA STF has consistently understood its charge to be a representative body and to debate possible solutions, in order to achieve the best outcomes for all 19 round tables. The STF's role is to provide a recommendation to the ALA Membership Committee (hereby presented in this document) by September 2022. The Membership Committee in turn will make its recommendation to the ALA Executive Board by January 2023, and this will ultimately be presented to ALA Council.

Process and Guiding Documentation

The RTCA STF met four times in 2022: April 7; May 5; June 8; and July 28. Each meeting was 90 minutes long. During these meetings, the round table representatives and the SWG discussed the various issues at hand and the scope of its charge. Representatives debated the merits and drawbacks of various proposed solutions, including concerns around specific price points for Individual Type I (i.e., regular members), student, Individual Type II, supporter, and organizational/corporate membership rates.

In the STF's meetings, some of the greatest discussions and debates arose around student membership and how to set a price point that encourages students to join while also not devastating certain round tables' budgets. Another significant concern was the Individual Type II membership, a newly-formed membership group encompassing retired members, international members, support staff, and those earning less than \$45,000 annually. Across the 19 round tables, current dues rates for these various groups run the gamut from \$0 to \$20, posing a quandary that the STF discussed at length. As with student members, the STF sought to choose the "right" price point to encourage Individual Type II membership, while not harming the budgets of round tables disproportionately comprising such members. (See the "Comments from Individual Round Table Representative" section below for further elaboration.)

In addition to the dues question, the STF also occasionally discussed the standardization of bylaws across all round tables. These discussions tended to be more informative and procedural, as the round tables had already been involved in the creation of a [Round Table Bylaws Template](#), finalized by the RTCA Bylaws Task Force during FY21. The current goal is to have all 19 round tables' bylaws adhere to the template by the start of FY24. Because amending bylaws requires a vote by a round table's membership, in order to enact these amendments in time, round tables will need to propose and vote on their revised bylaws during the Spring 2023 ALA election cycle. Accordingly, round tables are currently preparing revised bylaws, with the aim of finalizing them by December 2022, in order to be put to a vote by Spring 2023.

In its discussions, the STF frequently consulted the [Forward Together Fiscal Analysis Working Group \(FT-FAWG\) Report on Proposed Standardized Dues Structure for ALA Divisions and Round Tables](#), from August 30, 2021. The STF also consulted a [summary of that report's findings](#), detailing the current membership counts across all 19 round tables, along with projected membership and revenues changes. Most importantly, the round table representatives brought the perspectives from their respective groups, sharing how dues changes could impact their round tables' work.

In June 2022, the SWG (i.e., the task force's leadership) met with Miranda Bennett, Chair of the ALA Membership Committee, to review the STF's progress. She emphasized that Round Tables play a key role in membership engagement and programming, which are drivers for membership growth, and that the Membership Committee is committed to ensuring that round tables continue to thrive and are supported. She reported that the Membership Committee was working on the ALA dues prices for the simplified membership model and was working to incentivize division and roundtable participation. In addition, she indicated that the Membership Committee would be comfortable with the RT standardized dues proposal including the following:

1. A comprehensive review within a defined time period, such as 3 years.
2. A subsidy directly from ALA membership dues for round tables that experience significant revenue loss as a result of the simplified dues.

After its first three discussions, the SWG created a [document of possible dues scenarios](#). These four scenarios synthesized the STF's discussions and proposed possible dues rates that might be workable. It also proposed three "safety net" scenarios, whereby ALA might acknowledge the financial impact that dues changes will have on round tables' budgets and accordingly guarantee certain subsidies to round tables, in the event of lost revenues, for a given period of time. The scenarios were the focus of the STF's final meeting in July. At that meeting, representatives proposed a fifth scenario, which was added the following day. The representatives also stressed the importance of a comprehensive review of the new standardized dues structure after the initial three years.

Ultimately, all 19 round table representatives voted on the five dues scenarios and the three safety net scenarios, ranking their top three dues choices and their top two safety net choices. The survey also allowed them space to express further concerns. Members of the SWG did not vote.

Survey Results

All 19 round table representatives (or their designated surrogates) cast their ballots by the August 17 deadline. Based on representatives' top choices, the SWG calculated the weighted scores for each scenario, giving a weight of "3" to the first choice, "2" to the second choice, and "1" to the third choice. It used similar logic for the safety net scenarios.

Dues Scenarios

Scenario 5 (rank score of 31) was the top choice among STF members. Scenario 5 sets regular membership at \$20, student membership at \$0, supporter membership at \$20, and organization/corporate membership at \$40. It also breaks up Individual Type II membership into multiple categories, with retired members paying \$20, non-salaried and support staff members paying \$10, and international members paying \$0. Scenario 5 closely matches the consensus of the task force, which seemed eager to set regular membership high (i.e., \$20) so long as other groups could pay less. It also appeased certain round tables by setting student membership at \$0, a move that would encourage membership but would cause financial damage to round tables particularly dependent on student members. Lastly, this scenario separates retired and international members from other Type II members, to cause the least disruption to round tables that focus on these membership types. This scenario would require the ALA Membership Committee and ALA Executive Board to make revisions to its current groupings of member types that were approved with the new membership model.

A close second choice was Scenario 1 (rank score of 29). Scenario 1 sets regular membership at \$15, student membership at \$5, Individual Type II membership at \$15, supporter membership at \$15, and organization/corporate membership at \$30. The price points in Scenario 1 are less

scattered, meaning the dues rates for student and lower-income members are not as heavily subsidized by regular members. In terms of striking a compromise on Type II members, this scenario falls on the higher end, providing more revenue for those round tables that rely on retired members. Conversely, this scenario introduces a large leap in dues for international and support staff members, affecting those round tables that consist heavily of those member types. This scenario would work within the current Association membership categories and not require the Executive Board to reconfigure those categories. Despite that benefit, Scenario 1 is the second choice for a reason: it is unsatisfactory in addressing representatives' concerns about achieving balance among retired, international, support staff, and non-salaried members.

The third choice was Scenario 3 (rank score of 28). Scenario 3 sets regular membership at \$15, student membership at \$5, supporter membership at \$15, and organization/corporate membership at \$30. Like the first-choice scenario, Scenario 3 separates retired members from the other Type II categories, setting retired membership at \$20 and all other Type II categories (international, support staff, and non-salaried) membership at \$5. This approach to Type II members would require less reshuffling of membership categories than Scenario 5. Additionally, setting international, support staff, and non-salaried membership at \$5 is an easier compromise for many round tables heavily composed of these types of members.

Scenarios 2 and 4 received unworkably low votes (each with a rank score of 9). Round table representatives clearly found these scenarios unfavorable.

Here is a summary of the impact of the top three dues scenarios:

	Summary of Dues Rates		
	First Choice	Second Choice	Third Choice
	Scenario 5	Scenario 1	Scenario 3
Individual Type I	\$ 20	\$ 15	\$ 15
Students	Free	\$ 5	\$ 5
Individual Type II (collapsed)	\$ 10	\$ 15	\$ 5
Retired Members	\$ 20		\$ 20
International Members	Free		\$ 5
Supporter	\$ 20	\$ 15	\$ 15
Organization/Corporate	\$ 40	\$ 30	\$ 30
Total Revenue Impact	4.1%	2.1%	-7.8%
Total Count Impact	1%	-5%	-2.9%

Safety Net Scenarios

Safety Net Scenario A (rank score of 25) was the top choice among round table representatives. Under this scenario, at the conclusion FY24, if a round table's dues revenues have dropped by 2% or more from 12 months prior, the Association would provide a safety net subsidy of the entire lost amount. Any decrease of less than 2% would not be recovered. Any unrecovered

decrease would be the responsibility of the round table, to consider how to cut its expenses before relying on assistance from the Association.

The second choice was Scenario B (rank score of 21). Scenario B is similar to the first proposal, but provides greater tolerance for lost revenue before the Association would offer a subsidy. At the conclusion of FY24, if a round table's dues revenues have dropped by 5% or more from 12 months prior, the Association would provide a safety net subsidy of the entire lost amount. Any decrease of less than 5% would not be recovered.

Scenario C (rank score of 10) received unworkably low votes. Representatives clearly want assurances from the Association that these new membership rates will not adversely affect their round tables' budgets during the first three years they are in effect.

The financial summary of Scenario A or B is dependent upon the selected dues structure and the projected impact on individual divisions; however, here is a potential summary impact:

	Summary of Safety Net Scenarios			
	Sum of Total Payment from ALA Dues > ALA Round Table Dues			
	ESTIMATE		ESTIMATE	
	First Choice		Second Choice	
	Scenario A		Scenario B	
Scenario 5	\$	13,524	\$	13,110
Scenario 1	\$	17,248	\$	16,720
Scenario 3	\$	28,459	\$	27,588

Here we draw the Membership Committee's attention to a few additional provisions of the safety net scenarios. First, in calculating changes in a round table's membership, the fiscal year prior to the dues changes (i.e., FY23) would be considered the baseline. Second, representatives approved these scenarios with the understanding that the subsidies would be offered for at least three fiscal years after the dues changes, being applied in any year when a round table's revenues fall below the given threshold. Third, no round table should lose its representative on ALA Council during the initial 3 years of this new dues structure (from the beginning of FY2024 - the end of FY2026). Any round table that has an ALA Councilor should retain it during this time. However, this provision would not apply conversely; any round table experiencing sufficient membership growth could gain a Councilor during this period.

Comments from Individual Round Table Representatives

Thank you, ALA Membership Committee, for your consideration of the dues standardization report. Students make up half of NMRT's membership in any given year, so creating a free student membership will create a significant budget shortfall for NMRT in the coming years that will not be offset by the increased cost for regular members. While we of course support increased access to NMRT for student members, we maintain a concern that we will not be able to deliver the same level of grants and other supports for members with a significant budget cut. Should the Membership Committee opt to move forward with Scenario 5, we do ask for their consideration of a long-term financial safety net that would allow NMRT to continue our work supporting those new to ALA and the library field.

-Dani Brecher Cook, New Members Round Table (NMRT)

The Intellectual Freedom Round Table (IFRT) advocates for a dues structure in which students can join without cost. IFRT could benefit from increased student engagement and the energy more dedicated emerging professionals would bring through their participation. Student members could also then freely access more service opportunities within the American Library Association by exploring multiple round tables without additional financial barriers. If this option is not feasible, IFRT is alternatively in favor of a dues structure in which our dues remain the same. While raising our regular membership rate is projected to increase our spending potential, it is conversely projected to result in membership loss. IFRT is of the opinion that maintaining, and growing, our membership is more valuable than gaining any additional funding at this time.

-Kristin E. C. Green, Intellectual Freedom Round Table (IFRT)

ALA Membership Committee,

The Social Responsibilities Round Table (SRRT) understands the difficult task of standardizing the round tables and structures within ALA. We also understand that it is impossible to find a solution that would make every ALA constituent happy and we do accept that some compromise must occur. That said, we strongly advocate for free student round table membership and lower dues for those who historically receive lesser pay. Student members are future full members and any barriers that we place on them early in their career are barriers to keeping them once they are careered professionals. If ALA is to survive, we need to view students and early career library personnel as investments for our future. SRRT also advocates for income-based dues, both in round table levels and overall membership dues, as a way to address income disparity and ensure diversity, equity, inclusion, and accessibility within the Association.

-April Sheppard, Social Responsibilities Round Table (SRRT)

As a key partner in ALA's outreach and engagement efforts to international audiences, free and automatic IRRT membership for international members has been an important and effective aspect of ALA membership for this target group. While we understand a desire to simplify membership categories and dues, and applaud efforts to make ALA membership more affordable, IRRT is vehemently opposed to any scenario that does not include free IRRT membership for international members as a normal part of ALA membership. As the group which facilitates international attendee orientations, programs, and services, IRRT does not need, nor want, the additional income that the fee would generate and we strongly feel that any charged amount for IRRT membership for these members would significantly reduce engagement not just with IRRT but with the larger association as well. International members bring a unique and diverse voice to ALA with which we, as an association, are lucky to have the opportunity to engage. Given that most of the world is not as financially privileged as the USA, and the fact that these members are likely adding an ALA membership on in addition to their own national association membership at great personal expense, IRRT feels strongly that charging any fee for IRRT membership for these members is unconscionable. It is for this reason that, as currently written, IRRT can only support Scenario 5.

-Mark Mattson, International Relations Round Table (IRRT)

LSSRT supports the practice of reduced membership dues for library support staff across ALA, Divisions, and Round Tables. LSSRT is the merged membership of LSSIRT and SORT and is in a rebuilding year, as we recover from our 3-year merger process. Until the formal adoption of a standardized RT dues procedure, LSSRT will have \$10/year member dues across all classifications of personal ALA membership. We are a small but growing Round Table!

-Aaron W. Dobbs, Library Support Staff Round Table (LSSRT)

All ALA roundtables are made up of a unique body of members. We all have goals that just apply to our roundtable and standardizing the dues for roundtables will limit those missions. Exceptions need to be considered.

-Deborah D. Allman, Ethnic & Multicultural Information Exchange Round Table (EMIERT)