



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

January 2019

Project Charge

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

Project Scope

Areas in scope:

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

Project Participation

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

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

Project Guiding Principles

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

The project **will**:

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

The project **will not**:

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

ALA Organizational Effectiveness

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

Remodeling Summit

October 30, 2018

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

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

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

Research Input

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

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

Research Themes – External Observations

Common themes across stakeholders:

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

Research Themes – Internal Observations

Common themes across stakeholders:

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

Interviewee Suggestions

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

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

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

ALA Governance - What is working well?

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

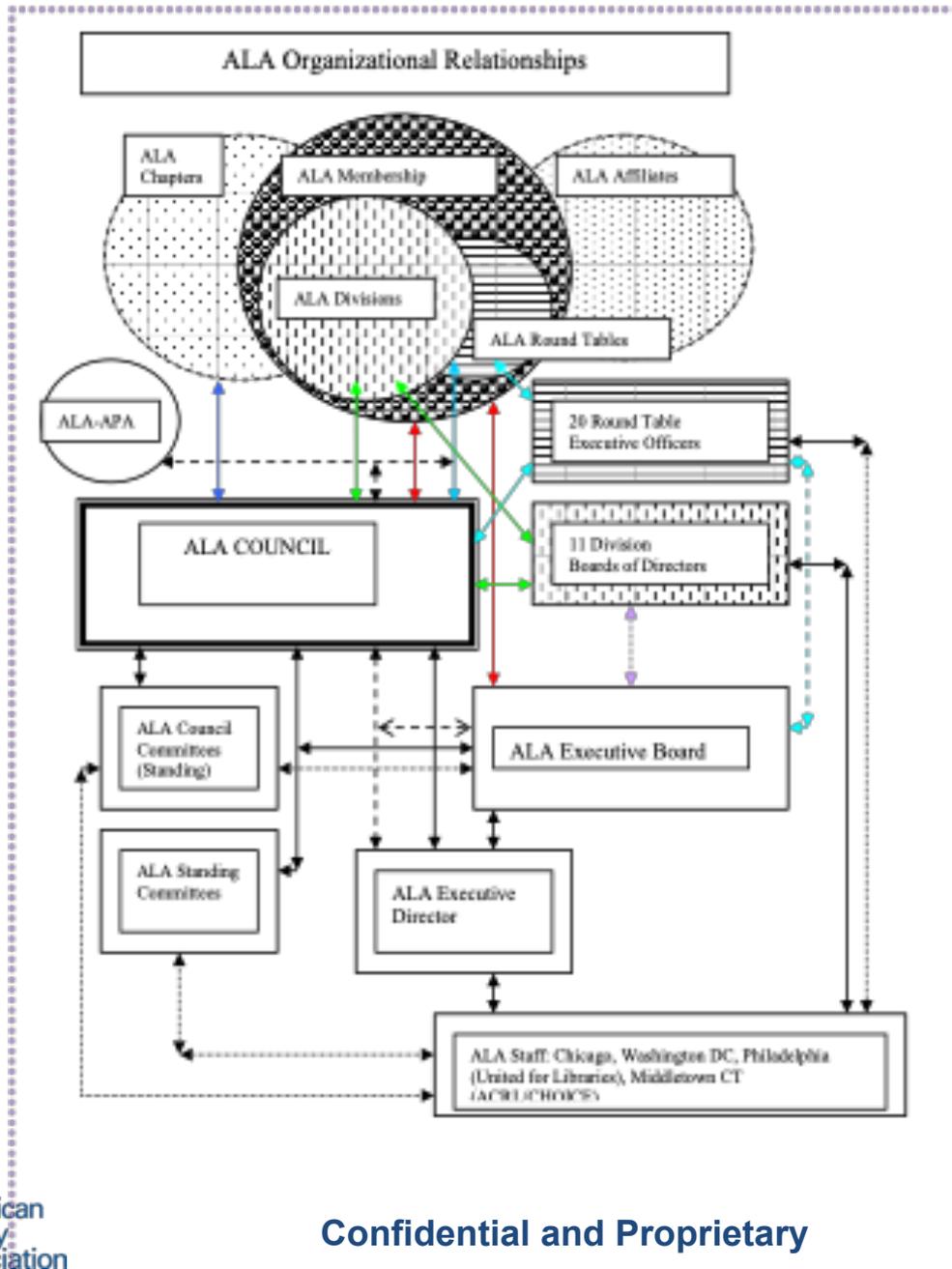
ALA Governance - What is *not* working well?

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

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

What Needs to be Preserved and Enhanced

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



ALA Governance - Current Attributes

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

ALA Governance – Ideal Future State

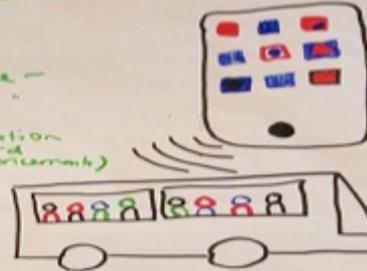
Demand driven autonomous Shuttle

Attributes:

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

everywhere - no "deserts"

promotes communication (on board announcements)



KNOW OUR PORTS

TECHNOLOGY PEOPLE + # TO SUPPORT GOING IN RIGHT DIRECTION

MISSILE CONTROL

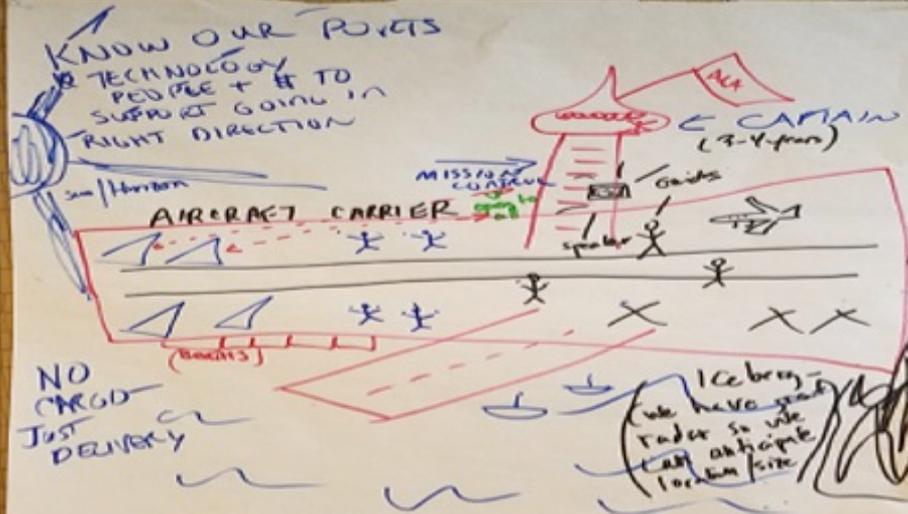
AIRCRAFT CARRIER

NO CARGO - JUST DELIVERY

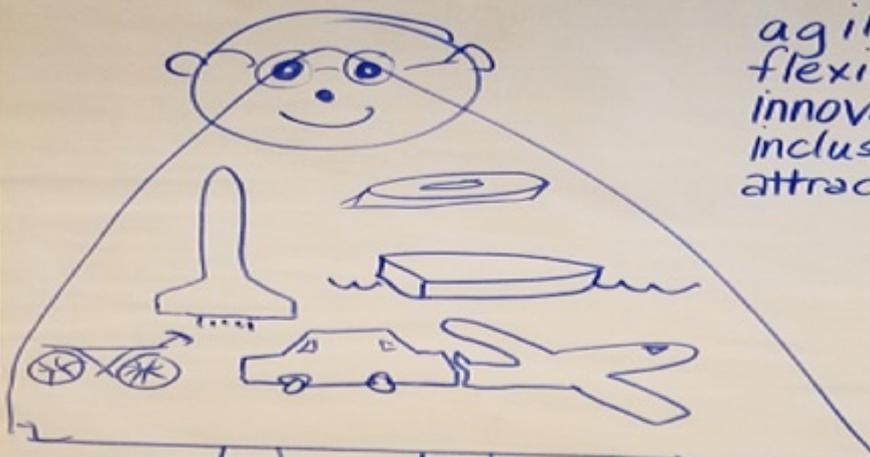
Iceberg - (we have radar so we can anticipate location site)

CAPTAIN (3-4 years)

Guides



agile
flexible
innovative
inclusive
attractive



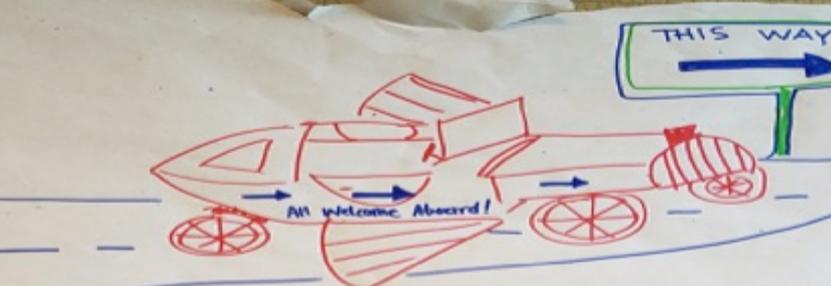
culture structure process

The ALA Transformer

THIS WAY!

All Welcome Aboard!

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



ALA Governance – Ideal Future Attributes

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

Observations from the Summit:

Meaningful change that supports a dynamic profession will take time.

It is transition to an “ideal”

High-level Considerations in Creating Options

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

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

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

To participate in longer conversations:

General conversations will take place in Sheraton Seattle, Cedar:

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

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

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

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

Summary and Transition

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

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

Overall Theme:

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

Executive Board

Executive Board – Current Structure

Model: Hybrid

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

Terms: 3 years

Composition:

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

See ALA Constitution, Article VII and Article VIII

Executive Board – Current

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

Executive Board – Possible Future Models

Model A: Representative Board

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

Model B: Skills-based Board

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

Model C: Hybrid Board

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

Model D: Hybrid Board

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

Council

Council - Current

ALA Constitution, Article VI:

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

ALA Bylaws, Article IV....

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

ALA Policy Manual – A.4

Model #1 – Continue Council as is

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

Possible options to improve current model:

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

Model #2 - Discontinue Council

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

Model #3: Representational

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

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

Model #3: Representational

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

Model #4: Advisory

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

Divisions

Divisions - Current

- ALA Constitution Article IV: “Divisions and Round Tables of the Association may be organized and supported as provided in the Bylaws.”
- ALA Bylaws, Article VI:
- Section 1 “The Council may establish divisions under the following conditions:
- a. The Council may authorize the organization of a division of any group of not less than 500 members of the Association who are interested in the same field of librarianship....
- b. The Council by a vote of two consecutive meetings may discontinue a division when, in the opinion of the Council, the usefulness of that division has ceased.”
- Section 2
- a. The purpose of a division is to promote library service and librarianship within and for a particular type-of-library or as it relates to a particular type-of-library activity, and to cooperate in the promotion of general and joint enterprises within the Association and with other library groups. Each division shall represent a field of activity and responsibility clearly distinct from that of other divisions.
- b. A division shall have authority to act for the ALA as a whole on any matter determined by the Council to be the responsibility of the division,.

Divisions - Current

- Section 3
- This section includes extensive description of Division roles, including clear delegation to Division for development of relevant standards.
- Section 4
 - a. “Each division shall be organized under a board of directors ...”
 - b. “Each division may authorize such committees, sections, and other subordinate units as may be required to discharge properly the responsibilities assigned to it, but no committee, section, or other unit devoted to an activity assigned to a type-of-activity division shall be established in a type-of-library division.”

Section 5

- a. “.... Only members of this Association may be members of a division.”

Section 6 -- includes bylaws provision related to dues and other fees

Section 7-9 – cover publications, meetings, bylaws

See also ALA Policy Manual A.4.3.4.1—4.3.4.12 (Operating Agreement)

Model #1: Maintain Current Division Structure

Advantages	Disadvantages
<p>Conferences</p> <p>Sense of belonging</p> <p>Standards</p> <p>Domain expertise</p> <p>Marketplace identity</p> <p>Opportunity for combined advocacy and domain expertise</p>	<p>Lack of communication between divisions</p> <p>Competition between divisions and ALA around core services</p> <p>Engagement confusion</p> <p>Autonomous branding</p> <p>Disparate/competing voices on advocacy</p> <p>Staff redundancy</p> <p>Mission overlap</p> <p>Complexity of dues structure</p>

Model #2a: Primary Professional Section

Members join ALA and select “an ALA primary professional section” (final terminology TBD), organized by type of organization or type of role within an organization. A member *may* join an additional “ALA section” on the payment of additional dues.

Advantages	Disadvantages
<p>Single basic dues includes member’s “Primary Professional” identification (type of library or role), with option to add additional.</p> <p>All ALA members belong to at least one “primary professional section” of the Association.</p> <p>Broad segments of the library ecosystem bring their perspectives to the formulation of strategic directions and organizational goals.</p> <p>Sufficient scope and size to enable effective implementation of major Association roles (e.g., professional standards, major books awards, major professional education programs).</p> <p>increased focus on information-sharing and collaboration across the eco-system.</p>	<p>Overlaps must be minimized – and carefully defined – to avoid member confusion.</p> <p>Possible initial negative impact on overall revenue; however, long-term positive impact is also assumed.</p> <p>Leadership structure may differ from the current structure.</p>

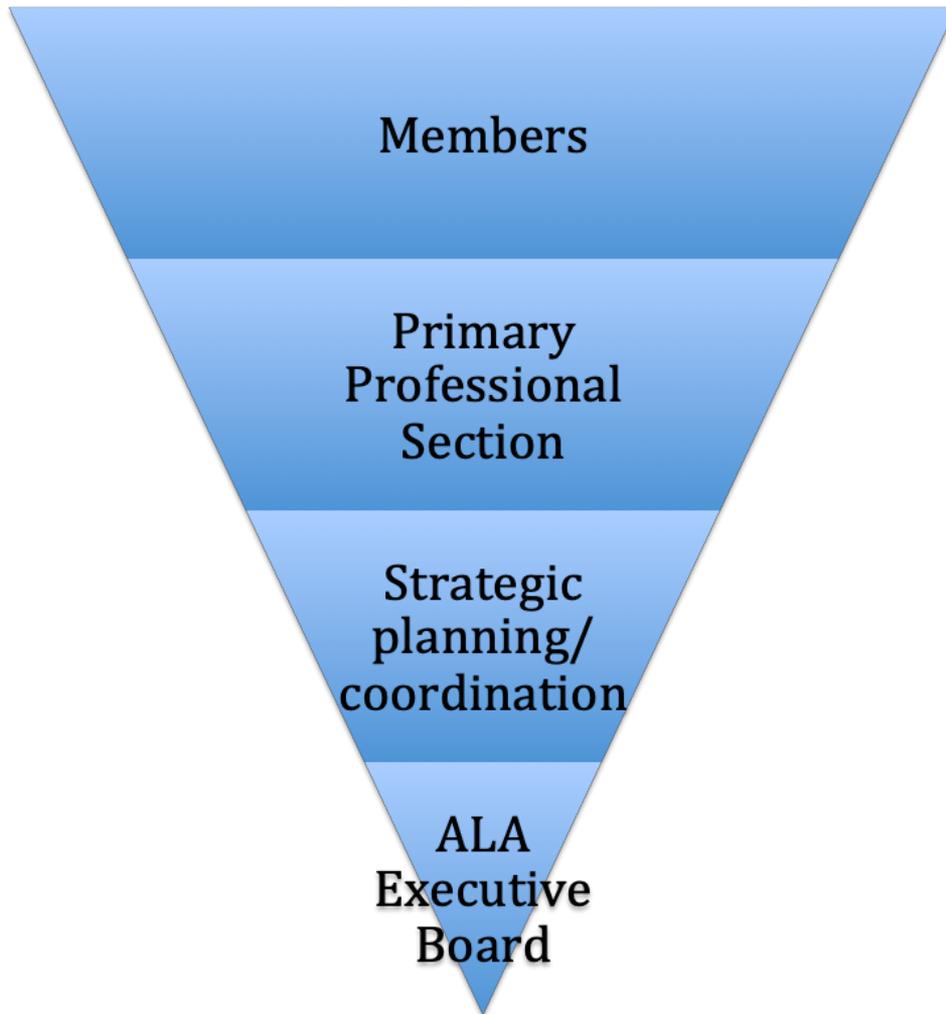
Model #2: Integrated Association w/ strong divisions

Advantages	Disadvantages
<p>Administrative process efficiency</p> <p>ALA Board could include division representation</p> <p>Greater intentionality related to Board inclusivity</p> <p>Core services elevated to executive level</p> <p>Easier to join and engage</p> <p>Greater coordination with ALA and across ALA</p> <p>Opportunity to rethink the operating agreement</p> <p>Marketplace identify strengthened</p> <p>Less staff redundancy</p> <p>Coordination over complexity and competition</p> <p>Greater focus on content</p> <p>Simplified domains and expertise maintained</p>	<p>Revenue model unknown</p> <p>Assuring EDI is unknown</p> <p>Need to develop coordinated structure between elements with section participation</p> <p>Matrix structure is unfamiliar and disruptive to ALA culture</p> <p>Perceived loss of autonomy</p> <p>How does a new member choose?</p>

Model #2b: Primary Professional Section

Members may join ALA at the “basic ALA membership” level, which does not include participation in any “Primary Professional Section.” At the “enhanced ALA membership” level, each ALA member selects an “ALA primary professional section,” organized by type or organization or type of role within an organization. A member at the “enhanced membership” level may join an additional “primary professional section” on the payment of additional dues.

Advantages (compared to 2A)	Disadvantages (compared to 2B)
<ul style="list-style-type: none">• Model 2b provides a lower-cost entry-point for members.• Model 2b acknowledges that some students may not yet have identified with a “primary professional” area.• May minimize transitional economic impact on the Association.	Adds complexity



Model #3: Informal Interest Groups

Members can join ALA, receive professional development opportunities, participate in committees and governance, and join informal interest groups. Interest groups would require a minimum number of people interested to form and would be evaluated every 3 years for relevancy.

Advantages	Disadvantages
<p>One dues structure rather than multiple/less financial obligation</p> <p>Lower administrative overhead</p> <p>Members can select as many as they'd like</p> <p>Less committee overlap</p> <p>Can make as many interest groups as there are interests of members</p>	<p>Less structure, may be more confusing for members to participate</p> <p>Divisions currently offer a more structured connection</p> <p>Revenue impact unknown</p> <p>Less leadership opportunities created around shared interests</p>

Roundtables/MIGs

Current - Roundtables

ALA Constitution, Article IV.

Section 1. “Divisions and Round Tables of the Association may be organized and supported as provided in the Bylaws.”

ALA Bylaws, Article VII

Section 1. Includes conditions for establishment: not fewer than 100 “members of the Association who are interested in the same field of librarianship not within the scope of any division” ; requires petition; Council may also discontinue a RT when “the usefulness of that Round Table has ceased.”

Section 2. “No Round Tables shall incur expenses on behalf of the Association except as authorized, nor shall any Round Table commit the Association by any declaration of policy.”

Sections 3-5 Cover dues, membership, publications, affiliations, RT officers.

ALA Policy Manual A.4.3.3. Round Tables of ALA: Role and Function

Reiterates Bylaws provisions, adding clarity, e.g.: “...three bodies – Council, divisions [within Council-designated area] and the membership – have authority to determine and act for ALA in matters of policy. Recommendations from Round Tables regarding a lack of policy, a new policy, or changes in policy shall be forwarded to the appropriate body for action.

... Solicitation of funds by RTs “must be authorized by the ALA Executive Board or Executive Director.”
“...All Round Tables are membership units which provide an additional avenue for membership discussion, opinion, and response. ...”

Current - MIGs

ALA Policy Manual, A.4.3.23 Membership Initiative Groups (MIG)

“A Membership Initiative Group (MIG) is formed when a group of ALA members identifies a common concern or interest about librarianship which falls outside the delegated responsibility of a single division, roundtable, or unit, and wishes to establish a short-term, renewable mechanism to address this concern or interest. To establish a MIG, which must be approved by COO and reported to Council, a group must submit to the Committee on Organization a statement of purpose, at least one hundred signatures of ALA members in good standing, and the names and addresses of designated organizers. Once established, a MIG may operate for three years at which point it may re-petition for another three-year term or may request another place within ALA structure by following the procedures for establishing that type of group, or may request the ALA COO to disband it. The re-petitioning process can be renewed every three years. If the re-petition process is not carried out when due, the MIG will be disbanded.”

See also A.4.3.13 “An interest group is a sub-body established to facilitate the exchange of ideas and experiences that may sponsor formal conference programs, institutes, and seminars, or prepare publications. [sub-body of what is not specified]”

Roundtables/MIGs – Future Options

- Combine RTs and MIGs into one structure.
- Create Communities of Interest and connect them to the volunteer connection structure.
- Funnel division level interest groups in RT/MIG association-wide structure.
- Make accessible to all ALA members.
- Create more opportunities for virtual participation.
- Review every 3-5 years.
- Provide reports to Committee on Organization.

Committees

Current - Committees

ALA Constitution, Article VIII, Officers and Committees

Section 4. Appointments. “The Executive Board shall appoint all other officers and all committees of the Association not otherwise provided for.... Only personal members of the Association shall be appointed to committees except by authorization of the Executive Board.”

ALA Bylaws, Article III, Nominations and Elections

Section 1, a. “Prior to each annual conference of the Association, the Executive Board, upon recommendation of the Committee on Appointments, shall appoint an ALA Nominating Committee, no one of whom shall be a member of the Board....”

Section 4. “The Executive Board shall appoint a Committee on Election which shall have charge of the conduct of the regular elections of the Association, the divisions and the roundtables....”

Section 6. a. “There shall be a Council Committee on Committees made up of four Councilors....The president-elect shall be the fifth members...and its chair.”

Section 6.c. “Such committee shall nominate annually candidates for ... members of the Executive Board....”

Current – Committees (con't)

ALA Bylaws, Article VIII, Committees

- Section 1. Establishment of Committees. “In order to carry out the business of the Association, Council, on the recommendation of the Committee on Organization, shall establish standing committees and special committees. Standing committees may be committees of the Association or committees of Council.....”
- Section 2 Establishes Committees of the Association and Committees of the Council, with differing appointment processes. Establishes the Committee on Appointments, “comprised of the presidents-elect of the divisions and the president-elect of the Association.” Establishes 2-year terms (except as may be otherwise recommended by COO). Provides for administrative, general or advisory committees. Establishes Committee on Organization as a committee of the Council. Appointments to Committees of the Council are made by Council Committee on Committees [not the Committee on Appointments].
- Section 3 Authorizes and sets conditions for both special (Council) and interim (Board) committees.
- Section 4. Authorizes interdivisional committees.
- Section 5. Authorizes joint committees with other organizations by Council, on recommendation of COO. Division or RT joint committees also require COO recommendation and Council approval.
- Section 6. Sets committee year same as conference year; sets schedule for Cte on Appointments.
- Section 7. Designation of committee chairs. Filling vacancies.
- Section 8 Authorizes votes “by mail, electronic systems, or conference call, provided that all members are canvassed simultaneously.” Applies to Board, Council, committees and task forces.
- Section 9 “No committee shall incur expense on behalf of the Association except as authorized, nor shall any committee commit the Association by any declaration of policy.”

Current – Committees (con't)

See ALA Policy Manual A.4.3.6

- A.4.3.6.1 expands Bylaws definitions of standing and special committees, and adds ad hoc committees (specific goal within specific time period).
- A.4.3.6.2 lists “kinds” of committees, which must meet one of the “types” listed above: Advisory, Coordinating, Interdivisional, Joint
- A.4.3.6.3 establishes “intern” position for committees
- A.4.3.7 authorizes formation of subcommittees by the parent group, with appointments made by the chair of the parent committee; members are not limited to members of the parent committee. Subcommittees “...do not have a separate life and must report to the parent committee for action.” Subcommittees may be abolished by the parent committee.
- A.4.3.8—A.4.3.15 authorize & define Commissions, Task Forces, Discussion Groups, Assemblies, Membership Initiative Groups, Interest Groups, Sections and Forums.
- A.4.3.16 “All activities of the committees, boards, etc. of the [ALA] and its units should be conducted as openly as is feasible. “ all governance-related activities...taking place outside of official meetings, should be accessible to the membership of the sponsoring body.”
- A.4.3.17 describes the role of ALA Offices – to “address broad interests and issues of concern to the profession and the Association.” Offices may have associated advisory or standing committees. Offices do not have officers or collect dues.

Current – Committees (con't)

- ALA Policy Manual A.5 Elections and Appointments and Attendant Responsibilities
 - A.5.4 Member Service Policy: “No person shall concurrently serve in more than three separate positions. Governing board, committee, liaison, subcommittee, and other responsibilities which require service in another position ...are not in conflict with this policy.....”
 - A.5.5.1 Unless there is specific authorization (by the Board) members of committees, task forces, etc. – both ALA and ALA units – must be ALA members in good standing..
 - A.5.5.2-5.5.3 – Members of committees, task forces and similar groups are expected to participate.
 - A.5.5.4 Committee Reporting “Each chair of an ALA Committee or a Council Committee is responsible for submitting to the ALA Executive Director at least two times each year a substantive report on the committee’s work and accomplishments so that these reports can be made available to all interested ALA members.” This is a “self-check” and there is no explicit accountability.

Volunteer Work Group Structures

New Model Options

ALA Committees – ongoing and substantive work. Tied to strategic direction identified by the ALA Board.

Task Forces – more systematic, specific charge, defined timeframe, clear deliverables

Advisory Communities – core concerns/value, ongoing advisory, appointed fellows to moderate and synthesize, wide open participation (member and nonmembers)

Efficient, effective, virtual opportunities for engagement

Volunteer Work Group Structure – Future Options

ALA Committees

Purposes:

- Carry out the work of the association
- Focus on association's strategic direction

Function: Carry out specific charges set by Board

Example: Committee on Legislation

Accountability: Executive Board and membership

Relationship to Staff: Staff Liaison

How Selected: Appointed by ALA president-elect for a set term with advice from membership governing body with emphasis on diversity and inclusion and relevant experience/expertise

Volunteer Work Group Structure – Future Options

Task Forces

Purposes:

- Work on specific projects and/or assignments
- Complete specific deliverables

Function: Carry out specific charges with clear deliverables and defined timeframe

Example: Sustainability Task Force

Accountability: Executive Board

Relationship to Staff: Staff Liaison? Limited infrastructure

How Selected: Appointed by ALA president-elect for a set term. Task Force participants could be members or non-members. Most important to consider expertise.

Volunteer Work Group Structure – Future Options

Advisory Communities (new)

Purposes:

- Allow for member oversight of areas of concern and values
- Allow for member oversight and ongoing support for ALA offices and programs
- Provide critical member input into areas of concern and values

Example: Options may include - Intellectual Freedom, International Relations

Function: Advise Executive Board or ALA Offices

Accountability: Executive Board or ALA Offices

Relationship to Staff: Staff Liaison

Volunteer Work Group Structure – Future Options

Advisory Communities (new)

How Selected:

- Broadly open community (members and non-members) ?
- Fellows – moderate, synthesize and promote
- Staff – (execution, support, report to ALA board)
- Selection of Fellows – appointment, but volunteer with approval
- Staggered multi-year terms, non- renewable

Volunteer Work Group Structure – Options

Advantages	Disadvantages
Focus	Some confusion
Wider member engagement – more voices heard	Chair appointments reduced
Support member expectations for involvement	Can it support virtual engagement?
Maintain opportunities for leadership	Less face-to-face meetings
Use of social media	ALA Connect
Meets member expectations	
Reduces financial barriers	
Provides gateway to membership	
Work of association is more efficiently advanced	