Leadership Talking Points:
2019 ALA Annual Conference – Washington, DC
18 June 2019

Over the past year, as people across the library community have been asked about the future, the core response has been consistent: Libraries and library-related work are changing rapidly and will continue to evolve as communities change and as technology changes the options. For those who work in the library world, there are both opportunities and challenges. How, then, does ALA need to change in order "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 do this important work for libraries, for all the people who make libraries work, and, ultimately, for all the diverse publics they serve, it is essential that we continue to innovate, grow, and focus on our mission and our members who, working with staff, enable us to achieve critical goals. It also means we must be financially and operationally strong, nourish strong collaborations internally and externally, and be able to focus our resources, including the valuable work of ALA members and staff, on work that moves us forward toward shared goals. That work – the work of change – is embodied in a series of multi-year projects which we have referred to as "streams of change."

Streams of Change

Investment Budget / ALA Headquarters Building

The approved FY2019 budget begins a 3-year investment cycle designed to build capacity in critical infrastructure areas (information technology), in revenue growth (ALA Development), and in core mission-forward activity (advocacy). During this 3-year period, ALA will utilize its strong financial position to streamline and improve operational capacity and businesses to sustain the Association following this investment cycle.
http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/ebd4_4_ALA_%203-Year_Investment_Plan_0.pdf

➢ **Use of ALA's Chicago real estate**

At their Fall 2017 (FY2018) meeting, the ALA Executive Board and Management discussed a package of forward steps including internal reorganization, various revenue growth strategies, and strategic use of a portion of ALA's net assets. As part of that process, the Board authorized Management to engage a commercial real estate firm to examine the "highest and best use" of ALA's real estate in Chicago, based on both investment and ongoing operational needs of the Association. Based on responses to an RFP, Cushman and Wakefield was retained and reported to the ALA Executive Board at the 2018 Annual Conference.

On December 18, 2018, ALA's Executive Board agreed to sign a letter of intent with an external party interested in buying ALA's Chicago real estate assets. We have now entered a period of review that will continue potentially to the beginning of September, as the parties proceed with due diligence and negotiations. At the end of that period, we will know the outcome of the proposed sale transaction. This is a complex process and unfortunately nothing is certain. We will continue in the spirit of transparency to update both staff and members when there is news to share. At this point, the source and amount of the offer we are entertaining cannot be shared. As is often the case with real estate transactions, the timeline is very fluid.

Concurrently, we have worked with Cushman and Wakefield to identify a new location for ALA's Chicago headquarters. We have selected a building in downtown Chicago, convenient to public transportation for both staff and visiting members. Over a period of four months, a range of buildings in the downtown area were examined and bids were received and reviewed. Based on final bid, a draft lease is currently being negotiated, with the assistance of ALA's legal counsel.

In addition, ALA management has engaged the services of Nelson -- an architect and a change management specialist -- in a parallel process of reviewing our options for a new workspace and understanding how we can use the office move to improve ALA's culture of innovation and collaboration. This, also, is the beginning of a long process and we will continue to share more about it in the coming months.

If the deal currently on the table is completed, we could potentially be looking at a move by mid-January 2020. Both the final sale agreement and the lease agreement would require approval by the ALA Executive Board in order to proceed. If we move, we believe we will be in a better position to succeed and lead in the future. If we do not, we are confident the current analysis and assessment will still serve us well as we go forward. The ALA Executive Board will be discussing the potential sale and lease at this ALA Annual Conference.

Members have asked how proceeds from a potential sale would be used. Essentially, we are seeking to convert a real estate asset to an endowment asset, where it will generate additional operating revenue for the Association and its various programs over the coming decades. While some of the proceeds will be used in the move itself, most of the proceeds will be invested in the ALA endowment.

> **FY2019 Budget Status**

We are anticipating a FY19 budget deficit of $3.6 million. Of that, $2.4 million is a planned deficit as part of the strategic investments in advocacy, development, and information technology. These planned initiatives are on track. $1.2 million is an operational deficit caused by higher Midwinter AV costs, lower division overhead contributions, lower interest income and lower publishing revenue.

o **Organizational Effectiveness and Governance Review**

At the 2018 Midwinter Meeting in Denver, the Board issued a call for ALA Council, Committees, Round Tables, Divisions and the myriad Communities of Practice to consider what it would take to align ALA's organizational structure, policies, and rules with the Association's mission and its 21st century values, key action areas and strategic directions – in the context of a significantly changed environment. Those discussions continued at the 2018 ALA Annual Conference in New Orleans and at the 2019 Midwinter Meeting in Seattle. Now, preliminary recommendations have been released for discussion at the 2019 ALA Annual Conference and following.

[Preliminary Recommendations](#)

Saturday, June 22

12:00 PM – 1:30 PM – ALA Remodel Recommendations Input Session with the Steering Committee on Organizational Effectiveness (SCOE) - Washington Convention Center, 103B

2:30 PM – 4:00 PM – ALA Remodel Recommendations Input Session with the Steering Committee on Organizational Effectiveness (SCOE) - Washington Convention Center, 103B

Sunday, June 23

12:00 PM – 1:30 PM – ALA Remodel Recommendations Input Session with the Steering Committee on Organizational Effectiveness (SCOE) - Washington Convention Center, 103B

2:30 PM – 4:00 PM – ALA Remodel Recommendations Input Session with the Steering Committee on Organizational Effectiveness (SCOE) - Washington Convention Center, 103B

Monday, June 24

12:00 PM – 1:30 PM – ALA Remodel Recommendations Input Session with the Steering Committee on Organizational Effectiveness (SCOE) - Washington Convention Center, 103B

A broad-based Steering Committee on Organizational Effectiveness (SCOE) was appointed prior to the 2018 Annual Conference. Members of SCOE are Lessa Kanani'opua Pelayo-Lozada (Palos Verdes Library District), Chair; Emily Daly (Duke University), Emmanuel Faulkner (Baltimore City Public Schools), Kenny Garcia (California State University Monterey Bay), Mandi Goodsett (Cleveland State College), Terri Grief (McCracken County High School – retired), Alexia Hudson-Ward (Oberlin College), Ben Hunter (University of Idaho), Steve Laird (Reference USA), Jack Martin (Providence Public Library), Alanna Aiko Moore (University of California, San Diego), Lucinda Nord (Indiana Library Federation), Vailey Oehlke (Multnomah County Library), Andrew Pace (OCLC), Juan Rivera (A. Philip Randolph Campus High School), Karen Schneider (Sonoma State University), Felton Thomas (Cleveland Public Library), Kerry Ward (ALA), Nora Wiltse (Chicago Public Schools), Steven Yates (University of Alabama) and Shali Zhang (Auburn University).

SCOE was charged "to carry out 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 21st century association." The overall effort is led by an executive team including ALA Immediate Past President Jim Neal, ALA President-elect Wanda Brown, SCOE Chair Lessa Kanani'opua Pelayo-Lozada, and ALA Executive Director Mary Ghikas. Members of SCOE and the Executive Team met in late October, joined by Miguel Figueroa (Director, ALA Center for the Future of Libraries). The working session was facilitated by Paul Meyer and Jim Meffert of Tecker International, a consulting firm retained by ALA management to facilitate the organizational effectiveness study.   At this meeting, informed by feedback from ALA members over the years and a series of phone interviews conducted by Tecker International, they discussed what is/isn't working, drivers of change and broad concepts for a possible future.

A financial impact working group is currently being appointed by 2019-2020 ALA President Wanda Brown. This working group, along with the ALA Executive Director and ALA Chief Financial Officer, as well as other staff, will examine the potential financial impact on the Association of various proposals from SCOE. The working group will be chaired by outgoing ALA Treasurer Susan Hildreth.

SCOE will convene again in early September 2019, to consider feedback during the 2019 Annual Conference as well as financial impact data. The range of visions for a future ALA is broad. ALA has a complex membership and policy structure. The process in which SCOE is engaged needs to be seen in that light. SCOE will present recommendations to the ALA Executive Board and seeks to have a full proposal for Council consideration at the 2020 Midwinter Meeting.

Presentation of recommendations to members (Washington, DC)	June 2019
Virtual presentation of recommendations to members	July 8, 2019
Meetings with ALA Staff (Washington, DC)	July 15, 2019
Fiscal Analysis by sub-committee, Integration of chapters and affiliates	July - September 2019
Development of final recommendations (Chicago)	September 2019
Presentation of final recommendations to Executive Board	October 2019
Final fiscal analysis and recommendations. Legal Analysis. Constitution & Bylaws Analysis	November - December 2019
Identify Implementation Team, Wanda appoints	November 2019
Develop final Council presentation (connect to C&B, Budget, etc.)	November - December 2019
Introduction of new ALA Executive Director	January 2020
Presentation to Council (Philadelphia)	January 2020
Council vote 1 (Chicago)	June 2020

Council vote 2 (Indianapolis) *First governance meeting at "new Midwinter", Vision 21.	January 2021
Membership Ballot	Spring 2021

- o **Membership and Communications Studies**

In spring 2018, ALA contracted with Avenue M, a Chicago-based consulting firm, to conduct communications and membership studies, with the goal of improving services for and communication with members. A series of questions were posed that are relevant to current discussions:

On Membership
- *What are the barriers that may prevent individuals from joining ALA?*
- *Are there membership models that might better respond to the needs of current and prospective members?*
- *How might we improve or increase member engagement?*

On Communications

- *How do we refresh and refocus our message framework?*
- *How do we focus individual communications to avoid "over-communicating" with members (a frequent member complaint)?*
- *How might we more effectively coordinate and collaborate across the Association – again, to avoid "over-communicating" and confusion?*

In July 2018, a survey of ALA members, as well as former members, was conducted. The purpose of the study was to better understand the interests, needs and motivations of current and former members, as well as some individuals in the field who have never been ALA members. The survey was delivered to 65,152 individual email addresses, with responses received from 10,386 (16%).

Top-level survey results have been shared with SCOE and will help inform their discussions on organizational effectiveness. Survey results relevant to conferences was also shared with the ALA Conference Committee, to help them in their discussion of Annual Conference and Midwinter Meeting changes. Among the "top-level" results were the following:

- ALA members are drawn to ALA because they see the Association as an advocate for the profession.
- While 49% of members responding were satisfied with their ALA membership, only another 8% were extremely satisfied. That suggests that the current focus on rethinking ALA for a changing world is both timely and worth the effort being invested by member leaders and staff.
- Two-thirds of ALA members pay their own membership dues.

- The most widely-utilized ALA benefits include *American Libraries* magazine, ALA Annual Conference, *AL Direct*, ALA eLearning and ALA Standards and Guidelines.
- The number one professional challenge reported was keeping up-to-date with new trends and developments in the field.

The extensive survey results and consultant recommendations are still being reviewed by ALA staff and committees. They are expected to inform changes in processes, communications and structures over the coming year.

Two IT projects currently underway have significant potential impact in this area. (1) A DelCor consultant has completed an audit of ALA's digital assets. As the initial consultation proceeded and as ALA Communications and Marketing began to consider how to approach implementation of Avenue M recommendations, it became clear that no one at ALA had a complete understanding of the extent and range of ALA's digital assets. This audit is an essential first step and work is now underway to create a simpler ALA digital landscape.   (2) The ALA Washington Office and ALA Development are working with ALA IT on implementation of a pilot project with Salesforce, a relationship management tool. This will focus attention on relationship information, which has the potential to significantly transform and improve both processes and outcomes throughout the Association.

On the Membership side, a new Director – Membership Development and Customer Service has been hired and will start on June 17 – just barely ahead of Annual Conference. Please welcome Melissa Kay Walling if you see her during the conference. She will be responsible for the overall development, implementation and assessment of the Association's membership strategic initiatives, as well as overseeing the fast-paced member/customer service center.   As we move in FY2020 and planning for FY2021, there are likely to be significant projects in both communications and membership, likely including discussion of a new ALA membership model.

- ○ **Internal Changes and IT Assessment**

Internal assessment and realignment are also needed in order to allocate essential staff resources to critical areas, to support changing workflows and changing member needs, and to take best advantage of new approaches and new opportunities in critical support and mission areas. Internal changes to date are "neutral" in relation to the work of SCOE; that is, <u>they assume no particular outcome to the Organizational Effectiveness/Governance Review.</u> Overall, increased simplicity and clarity <u>is</u> assumed.

In addition to a focus on increased simplicity and clarity, there is a commitment to focusing resources on mission-fulfillment, to the greatest extent possible. This is driving reconsideration of internal processes and structures. This is a complex process in a distributed organization with multiple streams of change – and is, therefore, likely to be an iterative process.

While IT is an area of major investment, the combination of ALA's complexity and rapidly changing technology strongly suggested the need for an external assessment. In summer

2018, management contracted with DelCor, an IT consulting firm whose practice is based in associations and other nonprofits, to conduct an external assessment of ALA IT. That initial assessment has been completed.

Effective February 4, Jim Gibson, DelCor, became ALA's Interim Chief Information Office (CIO) on a one-year initial contract. Planning for a long-term CIO will be completed during this initial year, beginning with the FY2020 budget process. ALA is currently advertising for a User Experience specialist in IT. The preliminary FY2020 budget includes a Digital Strategy special in Communications and Marketing, who will build on the just completed Digital Asset Inventory completed by a DelCor consultant and IT.

- o **Aligning Advocacy – Stronger ALA Relationships with ALA Chapters and other State Associations**

Working closely with Chapters and other State Associations (e.g., AASL Affiliates, ACRL Chapters), ALA will build a national network of key library advocates. To provide a strong resource base for this network, ALA has brought together advocacy resources in both the Washington Office and Chicago headquarters, under the leadership of ALA Associate Executive Director, Public Policy and Advocacy, Kathi Kromer, in Washington DC. Some resources have also been shifted from Chicago and DC, in order to provide more integrated services. ALA is also enhancing technology support for the network, piloting an application of Salesforce.

- The national network will build on -- and more effectively utilize -- ALA's most significant strength: a national membership reaching into communities of all sizes, types and characteristics.
- The national network will ground advocacy in community-based relationships and knowledge. It will then magnify their impact through the network and through national communications.
- The strategy recognizes that while we are bound together by essential values and a fundamental belief in the importance of libraries and library people, libraries themselves are rooted in a local community – whether that community is academic, civic, school or corporate.
- Basing a national advocacy network structure firmly on a local base is an approach to stability and sustainability in an unstable world.   It strengthens focus on local relationships, provides a solid foundation for local, state and national advocacy, and strengthens libraries, beginning at the local level and reaching to the national level. It an approach widely utilized by a range of high-stakes advocacy organizations.
- <u>This structure necessarily, critically involves increased communication and collaboration with both state library associations of all types and other state-wide leaders, including chief officers of state library agencies. It also suggests the need to reevaluate the way that leadership time is allocated, to enable more strategic collaboration across a complex ecosystem.</u>

The intent is to pilot with several states, starting in FY2019, including states with Chapter staff and those with minimal or no staff. The pilot is intended to help us understand the full scope of questions to be resolved and best practices for working collaboratively with the ALA Chapter, other state library associations, state libraries and others within each state's unique ecosystem. Pilot projects are planned in Florida, Alabama and New York.

OTHER ISSUES AND INFORMATION

ALA Midwinter Meeting

Over the past two years, the ALA Conference Committee has discussed options to (a) change Midwinter, (b) eliminate Midwinter and (c) eliminate the present Midwinter but replace with an alternative event. In Seattle at the 2019 Midwinter Meeting, the ALA Conference Committee sought discussion and feedback on a proposal to replace the current Midwinter Meeting with an alternative event.

Among concepts being reviewed by the ALA Conference Committee and Conference Services are the following:

- Two major themes are being considered --
  - o Leadership, Strategy & the Future, building on the successful Symposium of the Center for the Future of Libraries, currently offered in conjunction with the ALA Midwinter Meeting. It will address both topics (or *what* to know) and skills (or *how* to know).

  - o Building on the strength of the Youth Media Awards, the Andrew Carnegie Medal Announcements and similar events, a second strand would focus on books, literacy, multimedia collections, readers advisory services to children, teens and adults – particularly in the context of current trends, emerging research, social and technological change.

  - o One option being considered to position the meeting as two co-located CE events, with a shared core including basic conference services (e.g., registration), exhibits and a major keynote, will simplify marketing/assessment. Registration would be "open." That is, an individual would register for their meeting of choice – but would be able to attend a session in the other event if it were of interest.
- The proposed event is focused on professional development and networking, with a provision for meetings of key governance groups. One of the issues which the ALA Conference Committee and ALA Conference Services are addressing is how to enable leadership to participate with other members in important discussion on

future trends, directions and concerns – and still have critical face-to-face business meetings.

- o The proposal assumes more extensive reliance on digital platforms for most business meetings.
- o The ongoing discussion also recognizes the unique value of face-to-face meetings for the discussion of critical and sometimes contentious issues. One of the proposals being considered is the convening of facilitated, midyear discussions in each of ALA's strategic directions: Advocacy, EDI, Professional Education, Public Policy. For instance, an Advocacy discussion would potentially bring together state association leaders (across types of libraries), key ALA leaders, directors of state libraries, and others engaged in advocacy for libraries of all types, at all levels.

- Session formats will include information sessions, interactive workshops, and "campfire" discussions (facilitated discussions, with rooms in a "circular" set).
- There will continue to be opportunities for broad participation, through submission of session proposals or through application to serve as a session or discussion facilitator.
- Exhibits will continue to play a major role, with various format and engagement strategies still under discussion.
- Initial implementation is planned for January 2021, in Indianapolis, and 2022, in San Antonio. One possibility is a "soft launch" in 2021, with the transition completed in 2022.

There have been and will continue to be opportunities to meet with members of the ALA Conference Committee. As with the changes to the Annual Conference, implemented at the 2018 Annual Conference in New Orleans, the ALA Conference Committee will gather feedback on the Midwinter proposal and continue to improve the format and related processes.

Earla Jones joined ALA just prior to the 2019 Midwinter Meeting, as Director of Conference Operations.   As she works with the ALA Conference Committee and other ALA staff, it is likely that there will be additional business development proposals from ALA Conference Services. At this point, however, the focus is on effective implementation of a new January event. ALA is currently seeking to hire a Conference Content specialist.

ALA Executive Director Search

ALA has opened the search for a new executive director: http://www.ala.org/news/press-releases/2019/03/ala-launches-executive-director-search-new-search-committee-and-isaacson?utm_source=alanews&utm_medium=email&utm_campaign=0319&utm_content=pressrelease   The job description and information for interested parties is available on the ALA website at: http://bit.ly/ALAED_Apply

Courtney L. Young is chairing the search committee; a full list of search committee members is available in the press release (above). The search firm Isaacson, Miller has been retained.

Members of the ALA Executive Director Search Committee include Chair Courtney L. Young (university librarian, Colgate University), ALA Executive Board representative Tamika Barnes (department head, Perimeter Library Services at Georgia State University), ALA Executive Board representative Trevor Dawes (vice provost, Libraries and Museums, and May Morris University librarian, University of Delaware), ALA Budget Analysis and Review Committee (BARC) representative Carl Harvey II (assistant professor, School Librarianship, Longwood University), ALA At-Large Councilor representative Peter Hepburn (head librarian, College of the Canyons), Joint Conference of Librarians of Color representative Dora Ho (young adult librarian, Los Angeles Public Library), ALA Chapter Councilors representative Susan Jennings (dean of library services, Chattanooga State Community College), ALA Round Tables representative Charles Kratz (dean of library and information fluency, University of Scranton Harry & Jeanette Weinberg Memorial Library), ALA staff representative Barb Macikas (executive director, Public Library Association). ALA Divisions representative James (Jim) Neal (university librarian emeritus, Columbia University), ALA staff representative Sheila O'Donnell (director, ALA Development Office), ALA Emerging Leaders representative Melissa Stoner (Native American studies librarian, Ethnic Studies Library, University of California Berkeley), and ALA Divisions representative Steven Yates (assistant director, University of Alabama College of Communication and Information Science). Dan Hoppe (associate executive director, ALA Human Resources department) is the staff liaison to the Search Committee.

The ALA Executive Board plans to name a new executive director after its fall board meeting in October 2019. The new executive director is expected to be on board in January and will officially assume leadership at the end of the ALA Midwinter Meeting in Philadelphia (January 2020). Current ALA Executive Director Mary Ghikas will support the orientation and transition process through the 2020 Annual Conference in Chicago.

Anniversaries Are Being Celebrated

Congratulations go to the following:

District of Columbia Library Association (DCLA) – 125 years

ALA/Coretta Scott King Task Force & Award -- 50 years

ALA/Scholarship Program – 50 years

ALA/Social Responsibilities Round Table (SRRT) -- 50 years

The Freedom to Read Foundation (FTRF)– 50 years

American Indian Library Association (AILA) – 40 years

National Library Legislative Day 2020

National Library Legislative Day will be held at the Georgetown University Hotel and Conference Center next year. The grassroots event will start Monday, May 4 with policy updates and advocacy training and Hill visits will take place on Tuesday, May 5. <u>All are welcomed to attend.</u>

(ALA intends to hold an invitational Fly-In event in February to kick off the Appropriations process and make sure we are meeting with targeted offices early in the year. The dates and venue have not been confirmed yet.)

ALA Membership

	April 2019	April 2018
Total	*58,136*	*59,315*
Including:		
Personal	*52,524*	*53,976*
Organizational	*5,461*	*5,183*
Corporate	*151*	*156*

	April 2019	April 2018
Division Memberships		
American Association of School Librarians (AASL)	*7,199*	*7,076*
Association of College & Research Libraries (ACRL)	*10,628*	*10,464*
Association for Library Collections & Technical Services (ALCTS)	*3,136*	*3,264*
Association for Library Services to Children (ALSC)	*4,160*	*4,374*
Association for Specialized, Government & Cooperative Library Agencies (ASGCLA)	*1,002**	*762*
Library & Information Technology Association (LITA)	*2,238*	*2,403*
Library Leadership & Management Association (LLAMA)	*3,609*	*3,653*
Public Library Association (PLA)	8,373	9,655
Reference & User Services Association (RUSA)	*2,881*	*3,036*
United for Libraries (United)	*4,427*	*4,092*
Young Adult Library Services Association (YALSA)	*4,433*	*4,776*

*This reflects the ASCLA/FAFLRT merger, resulting in ASGCLA.

Round Table Memberships

Ethnic & Multicultural Information Exchange Round Table (EMIERT)	*959*	*930*
Exhibits Round Table (ERT)	*375*	*433*

Film and Media Round Table (FMRT) formally VRT	*669*	*596*
Games and Gaming Round Table (GameRT)	*747*	*765*
Gay, Lesbian, Bisexual, Transgender Round Table (GLBTRT)	*1,465*	*1,413*
Graphic Novels & Comic Round Table (GNCRT) - NEW	*611*	*N/A*
Government Documents Round Table (GODORT)	*559*	*558*
Intellectual Freedom Round Table (IFRT)	*1,246*	*1,279*
International Relations Round Table (IRRT)	*1,623*	*1,726*
Learning Round Table (LearnRT)	*420*	*374*
Library History Round Table (LHRT)	*423*	*422*
Library Instruction Round Table (LIRT)	*1,813*	*1,779*
Library Research Round Table (LRRT)	*1,373*	*1,367*
Library Support Staff Interests Round Table (LSSIRT)	*430*	*417*
Map and Geospatial Information Round Table (MAGIRT)	*264*	*284*
New Members Round Table (NMRT)	*1,525*	*1,469*
Retired Members Round Table (RMRT)	*311*	*287*
Social Responsibilities Round Table (SRRT)	*1,916*	*1,803*
Staff Organizations Round Table (S[T]ORT)	*193*	*161*
Sustainability Round Table (SustainRT)	*1,114*	*769*

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$2.4 million is a planned deficit as part of the strategic investments in advocacy, development, and information technology. These planned initiatives are on track.

$1.2 million is an operational deficit caused by higher Midwinter AV costs, lower division overhead contributions, and lower publishing revenue.

2019 ALA Annual Conference – Final Pre-registration

Final pre-registration for the 2019 ALA Annual Conference is 17,821, compared to 15,328 in 2018 (New Orleans) and 19,498 in 2018 (Chicago). Paid registration is 9,214, compared to 8,283 in New Orleans and 9,470 in Chicago. Total registration includes exhibits-only, complementary and exhibitor personnel.

MWG 4/2/2019, 4/19/2019, 6/18/19