American Library Association

Organizational Effectiveness Plan

2018 Annual Conference – New Orleans, LA

BACKGROUND:

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

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

Attachments:

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

ALA Governance Review Process

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

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

Purpose and Key Question:

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

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

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

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

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

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

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

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

What We Know Now: Midwinter 2018 feedback

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

- ALA needs to be relevant to those with an MLS – and to those without an MLS who work in libraries, do work related to libraries; and, focus on or support libraries and their missions. There is also a desire for clearer, stronger focus on the needs and interests of library workers, which suggests that a

comprehensive look at ALA may necessarily involve a close look at ALA-APA, and at potential funding mechanisms.

- Given the experience of many participants and the complexity of the organization, unsurprisingly one focus of attention was figuring out where to start. Which thread do you pull? Where are the innovative opportunities? Can we look at the question from an "issue perspective" not a "type of library perspective"?

- There was significant emphasis – echoed in internal (staff) discussions – about focus on advocacy, or perhaps on advocacy and education.

- There was strong focus on mindful, consistent relationship development – encompassing ALA Chapters and other state associations (e.g., AASL and ACRL-affiliated organizations, ALA Affiliates, and other organizations, both within ALA's unique areas of focus and broader areas representing member values).

- In both the discussions on advocacy and on relationships, there is interest in stronger collaboration between ALA and chapters/state associations and in being able to act locally.

- Feedback echoed the Midwinter document's focus on reduced complexity and reduced redundancy – but both complexity and redundancy are to some extent in the eye of the beholder. Comments included the need to "force prioritization," "focus on what matters," disband groups are "aren't effective," and shift to a more "as needed" structure, rather than so many standing bodies.

    - There is a perceived tension between resolving complexity/reducing or eliminating silos and the desire to find "my place," "my home." This tension will have to be addressed.

- Clarity in both structure and communications was a strong focus. Members want to "feel impassioned, invested, and relevant." As was clear in the Kitchen Table Conversation findings, they want "clear pathways to engagement." Other comments focused on member ROI; a collective and sustainable focus; a member-centric vs. member-led organization and enabling "complete and robust participation."

- There is recurring interest in investing in IT – including the technology for "virtual" or digital participation and learning.

Moving Forward: 18-month timeline

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

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

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

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

(1) Now – Through Annual Conference 2018

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

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

(2) Annual Conference 2018 to Fall 2018 Board meeting

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

(3) 2018 Board Meeting to Midwinter 2019

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

(4) Midwinter 2019

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

(5) Midwinter 2019-Spring 2019 Board Meeting

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

(6) 2019 Spring Board Meeting – 2019 Annual Conference

Adjust scenario and related materials based on Board discussion. Distribute widely for consideration prior to the 2019 Annual Conference.

(7) 2019 Annual Conference

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

(8) 2019 Annual to 2020 Midwinter Meeting

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

(9) 2019 Annual to Spring Election

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

Spring 2020 Election and forward.

Based on Spring 2020 election plan, begin implementation.

Guiding the Process

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

Executive Oversight Group:
Jim Neal (2017-2018 ALA President; Past President, 2018-2019)
Mary Ghikas (ALA Executive Director)
TBD, Steering Committee Chair
Consultant (s)

Steering Committee:
Executive Board (2) (including Chair)
Council (2)
Division Leadership (2)
Round Tables (1)
Chapters (2)
ALA Ethnic Affiliate (1)
Emerging professional (e.g. NMRT, Emerging Leader, Spectrum Scholar) (1)
At-large (1)
ALA Staff (1)

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

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

APPENDIX 1: Council and PBA feedback on Organizational Effectiveness discussion

A consolidated view of the written feedback forms was processed using Voyant analysis tools. This tool created the following Wordle-like graphical representations. It's clear that the feedback received puts members, library works, and the health of the organization at the center of our thinking. While the feedback and the analysis tools don't generate automatic answers to our problems, they do shed light on a path forward.

We will…





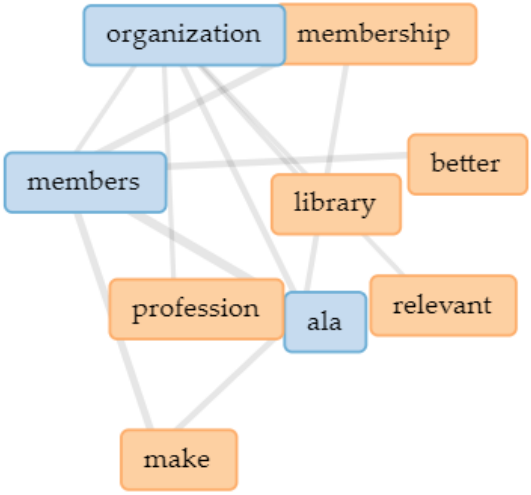
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APPENDIX 2: Concurrent Activities

Operational Report on Concurrent Activity

There is significant ongoing change activity. Any or all of these may impact or be impacted by the Governance Review. Again, this suggests close involvement by the ALA Executive Board as well as Management. The Board is the only single group with a reporting relationship through staff leadership to all of these activity streams. These activities place a significant, ongoing burden on both the Board and Management to remain cognizant of all change streams, to identify the connections between them and to articulate potential impacts. The Executive Oversight group and the Chair of the Steering Committee—both comprised of Board members—will ensure maintenance of these connections.

1. Membership and Communications Study

Avenue M – a Chicago-based company with significant association experience – has been awarded a contract to complete two related studies. The Goals and Outcomes outlined in the original RFPs are as follows, in brief:

Membership

- Identify barriers that prevent individuals from joining and renewing.
- Recommend alternative membership models that might better respond to the needs of current/prospective members, including membership types, dues amounts and associated member benefits.
- Refresh and refocus the membership messaging framework and value propositions.
- Recommend strategies/tactics for improving member engagement.
- Propose new/evolved staff positions/consultants to expand ALA's member-focused expertise/abilities.

Communications

- Develop an overall, high-level strategy leading to more consistent, higher quality communications.
- Refresh and refocus the messaging framework.
- Suggest ways to leverage existing staff, e.g. capitalize on specific skills/expertise, change/clarify roles; improve coordination and collaboration across units.
- Suggest new positions/consultants to expand ALA's capabilities and expertise.
- Prioritization or other considerations ALA should make regarding specific types of communications.

Based on work done during the process set up to select one or more firms, it became clear that these two studies were closely related – and that outcomes might be improved by combining them. A cross-association staff committee was formed for the selection process and will work with the consultant; remote ALA offices (including both Washington Office and United for Libraries) are involved, as well as Chicago-based units, both General Fund and Divisions.

It will also be essential to keep this consulting firm updated on the Governance Review status.

2. Internal Reorganization

The necessity for internal reorganization was signaled by Management in discussions with the ALA Executive Board at the Fall 2017 Meeting. Reorganization is essential to (a) permit reallocation of scarce staff resources to critical development areas – including IT, Development and Advocacy – and to (b) support changing workflows and new approaches in critical mission areas. The ALA General Fund has lost 49 positions since the 2008 recession. (Experience in the Divisions varies significantly from division to division.) While changes are still very much in process, the following shifts have been made and have been incorporated into the FY19 proposed budget:

- ALA will run with one fewer Management position in the General Fund. With Cathleen Bourdon's (Associate Executive Director, Advocacy and Member Relations Department) retirement in July 2018, Lorelle Swader has been appointed Associate Executive Director, ALA Offices and Member Relations, taking the budget line previously occupied by Mary Ghikas.
    - AED-OMR reporting group: ALA Library & Research Center, ALA Public Programs Office, ALA Member and Customer Service, ALA Membership Development, ALA Office for Accreditation, ALA Office for Diversity/Literacy/Outreach, ALA Office for Human Resource Development & Recruitment, ALA Office for Intellectual Freedom; ALA-APA.
        - Danielle Alderson will remain in the new Offices and Member Relations Department, taking on Round Table liaison, with the aim of increasing consistency in information delivery.
    - The ALA Office for Library Advocacy will report to Kathi Kromer, AED ALA Washington Office; personnel in that office will remain in Chicago.
    - Other positions in both the AED, AMR and Senior AED, MPS reporting lines will shift to or remain with the ALA Executive Director: ALA International Relations Office/Chapter Relations Office, ALA Communications and Marketing (currently Public Awareness Office), ALA ITTS, ALA Conference Services, ALA Divisions. The Governance Office, Development Office and Center for the Future of Libraries were already reporting to the Executive Director, along with the Senior Managers (AEDs) in Finance, HR, Marketing, Publishing, Washington, and now OMR. Additional future changes should be anticipated.
        - With the departure of Jeff Julian, the Public Awareness Office will become ALA Communications and Marketing.

- The ALA Library and ALA Office for Research have been combined. There is a combined staff of 3 (vs. 5 previously), including 2 librarians and 1 library assistant. The focus of the reorganized unit will be special library services in support of ALA and its members, research guidance (e.g., for ALA groups wanting to survey members), and research review and curation (e.g., reports such as *The State of America's Libraries*). Significant research projects will require contractual services.

- The ALA Governance Office will work with a staff of 3 (vs. 4.5 previously). This will require process streamlining, as well as effective collaboration between staff and member leaders.

- Reallocated positions have been shifted in the proposed FY2019 budget to ITTS and Development. The ALA Washington Office has made internal shifts, reducing from 3 groups to two; positions have been shifted within the ALA Washington Office.

- Additional changes are probable as Management seeks to address the needs in areas such as IT and Marketing, and as the outlines of recommendations related to Membership, Communications and Organization Review become clearer.

Internal changes made to date are generally "neutral" in their impact on both the membership/communications study (just beginning) and the ongoing organizational review. That is, there is no particular "solution" or set of recommendations <u>assumed</u> by any change to date. There is, however, an underlying assumption that some improved level of organizational simplicity and clarity must be achieved.

3. Aligning Advocacy and Stronger Chapter/State relationships

ALA has a long and honorable history of work at the national policy level, focusing on areas including appropriations, copyright, first amendment-related issues (including privacy), government information, and telecommunications (particularly as it pertains to equitable and open access to information). Over many decades, ALA has developed the critical top-level infrastructure needed to focus and support this work: the ALA Committee on Legislation and its related subcommittees, the ALA Washington Office; a range of national-level collaborations; an extensive and constantly evolving series of policy statements.

From its inception, ALA's governance structure has also recognized the critical role of state and regional associations. ALA current has 57 Chapters, representing all U.S. states as well as the District of Columbia, Guam, the U.S. Virgin Islands, and regional library associations in the Mountain Plains, New England, Pacific Northwest and Southeastern regions. In addition, the AASL Affiliate Network includes 48 organizations representing school librarians, of which nine are part of an ALA Chapter, 38 are separate from ALA's chapters, as is one "regional" affiliate (New England). ACRL also has 44 chapters, of which 13 are separate are separately incorporated, and the remaining 31 are part of the state association. While each of these individual (and legally-separate) associations has its own mission, each has at its core the support of libraries and the people who work in them, and the essential roles they play in their communities, universities and schools. Governance links with ALA are currently situated in ALA Chapter representation on the ALA Council, as well as in the ALA Chapter Relations Committee, in the AASL Affiliate Assembly, and the ACRL Chapters Council.

Across the Association, as members and staff worked together to achieve or advance the mission of the Association, other collaborative groups, often informal, have evolved. These include such groups as the network of statewide intellectual freedom committees (ALA Office for Intellectual Freedom) and others.

Internally, chapters and state affiliates have developed state legislative committees. Looked at collectively, this array of groups represents significant power – both realized and potential – to affect change for libraries and for the communities, schools, universities and businesses they serve.

Over the past decade, this wide array of state and regional groups has been supported by the ALA Office for Advocacy, working with the Chapter Relations Office and other ALA groups -- including the ALA Office for Intellectual Freedom and AASL, among others. OLA is guided and supported in this work by the ALA Committee on Library Advocacy. As at the national level, work is guided by an evolving series of policies, ranging over the breadth of the Association's interests. Advocacy training has been a core focus.

This current structure has been effective in responding to a broad range of initiatives and crises, from local to national. The present political and social environment, however, presents extreme challenges – challenges for which libraries, library people and the collaboratively-developed values of ALA and its members offer responses situated in both the shared and the unique needs of each community, campus and school.

Proposal for a Ground-Up Advocacy Structure

<u>Summary Proposal:</u> That ALA build – over the next 5 years – a national network of key advocates, at least one in each Congressional district, supported by ALA core resources in both Chicago and Washington DC, linked to and collaborating with – but not subsuming – the state networks existing within the various states, as well as a variable array of other ALA-based (or state-based) special focus networks.

This network structure will build on – and more effectively utilize – ALA's most significant strength: a national membership reaching into communities of all sizes and characteristics, supported by core resources – including governance structures, staff and communications infrastructure. This network structure will ground ALA's

advocacy in community-based relationships and knowledge, and also magnify that impact through the network and through national communications. This recognizes a key factor: While ALA and the library ecosystem are bound together by essential values and a fundamental belief in the importance of libraries to learning, libraries themselves are rooted in a local community – whether it be large or small – that shapes their application of broad principles and that is, in turn, shaped by the library.

Basing a national advocacy structure firmly on this local base is an approach to stability in an increasingly unstable world. It strengthens the focus on local relationship-building, providing a solid foundation for national advocacy while strengthening libraries at the local level.

The National Network:

Key to the development of the network is the designation of a "Key Advocate" in each of the 435 Congressional District in the U.S. and the development and maintenance of a communications network that links each of them with core resources and each other, and with other networks and advocates within the district. Specifying a "key" advocate in each district creates a national network that is manageable in size. Connecting the national network to a state/local and specialized networks builds a rich environment in support of libraries and library workers, encourages the development of strong local ties – which benefits not only ALA and its national advocacy interests but individual libraries and state and local interests.

The proposed national network largely builds on (a) ALA's strengths, (b) the collaboration of ALA Chapters and other statewide organizations and (c) the ground-up strategy that has been successful for a broad range of national organizations. It also builds on the often-expressed desire of many ALA members to be able to learn, network and participate locally -- and still feel like an essential and active part of a national association.

Key Advocate (ALA member)

The critical roles of the key advocate are:

- Receive information policy and other related resources from ALA. These may include background documents on library funding, information policy issues, intellectual freedom and privacy or other "values" issues. Background materials are developed by the ALA Washington Office, Office for Intellectual Freedom, Office for Library Advocacy, Office for Diversity, Literacy and Outreach, and others, as appropriate to the issue being raised.

- Receive information on training, including training from the ALA Washington Office, Office for Library Advocacy and others, as appropriate.

- Build a relationship at the Congressional District Office level – to benefit your library and other libraries in the District (in collaboration with others at the local and state level) and to support national advocacy. The first priority is to be sure that District Office staff (and the Congressional representative if possible) understand what the library(s) in the District do/can do for the District – the community at large, students of all ages, seniors, businesses, etc. – and what they need to be even more successful for their community. The second priority, necessarily building on the first, is to advocate on funding and issues relevant to all/many libraries.

- Build relationships with other advocates in the District. Share background and training information where you can. Be known as an individual who is likely to have information and tips to share.

- Contribute stories illustrating library impact on the community/campus/school/business – and the members of that "community," however defined. (see ALA role – CRM)

- Alert ALA when issues arise within your District.

- Attend statewide legislative days, ALA's national legislative days and other state and national events – when it is possible for you.

ALA Resource Hub

Critical ALA roles are:

- Maintain a current and open relationship with ALA Chapters, other statewide library groups (e.g., AASL Affiliates), other national groups within the library ecosystem, to enable collaboration on a broad range of issues, at various levels, depending on the mutual interests of the impacted organizations.

- Provide appropriate background documents, working with other groups as appropriate.

- Provide varied training and educational resources. Training events/products may be offered at no-charge, on a direct cost-recovery basis or on a revenue basis to support other functions. There will be a mix available, depending on the intensity and duration of training, the scope, the costs involved and other factors.

- Implement and maintain a CRM – software designed to track and support relationships. The CRM will enable ALA to capture information that is valuable in the advocacy process that cannot currently be contained in ALA's association management system. The CRM will also enable ALA to maintain the network structure – the web of relationships. CRM packages currently being used extensively in the association environment already include APIs or web services to enable connections to the various association management systems (like ALA's iMIS) currently being used. The CRM can/should include relationships within ALA (using the iMIS link) – and relationships that extend beyond ALA.

- Provide a point of contact – a primary staff contact – and core resource contacts for the "Key Advocate" in each District.

State Networks

The ALA's national advocacy network will work most effectively if developed collaboratively with the ALA Chapters and other statewide networks. In some states, there will be a single chapter. In others, there may be multiple groups. Some states will also be participants in regional associations.

To use one example:

Ohio has 16 Congressional Districts – and in the same geography 33 State Senate Districts and 99 State Representative Districts. There are 3 primary statewide associations:

- The Ohio Library Council is the official ALA Chapter. Its focus is on public libraries.
- The Ohio Educational Library Media Association is an AASL Affiliated association focused on school libraries.
- The Academic Library Association of Ohio is an ACRL affiliate, focused on academic libraries.

Other National and State Networks

Within most states, there will also be other networks. Staying with the Ohio example, for instance, there is an Ohio Health Sciences Library Network. While not within ALA's core membership area, health sciences library networks – to use just one example – may be valuable allies on certain issues and have a shared focus on the well-being of the community. ALA itself has developed other networks. The network of State Intellectual Freedom committees and supporters is a significant example.

Local Groups

At the local level, Boards of Trustees and Friends are fundamental to state and national advocacy. United for Libraries, an ALA Division, provides extensive resources to support local groups, as well as training and networking.

Implementation

ALA has many members who have expressed interest in engaging with their communities and advocating on behalf of their library and community. Many have engaged in professional development and training that provides a foundation in process and theory for this work. This base of interested and informed members is a significant national asset. Examples of contributing groups and programs are:

- Over 700 individuals in 15 states, plus the 2018 Midwinter Meeting and a New England regional group, have participating in Advocacy Boot Camps, developed and delivered by the ALA Office for Library Advocacy and the ALA Office for Intellectual Freedom. There are Boot Camps scheduled in 5 more states.
- Over 2,000 libraries or other organizations nationwide have participated in training focused on "turning outward" to the community and its needs, using a variety of methodological approaches, in trainings coordinated and delivered by the ALA Public Programs Office.
- Over 9,000 libraries and library staff are currently signed on to and active participants in the Libraries Transform campaign.
- Thousands of libraries and library staff have participated in major PLA programs (funded by the Bill & Melinda Gates Foundation) that focused on developing skills to tell the library story and to build local networks to support libraries. (Turning the Page, Project Outcome and others)
- On average, over 400 individuals participate annually in the ALA Library Legislative Day, organized and facilitated by ALA's Washington Office. Many others participate virtually.
- 12 carefully-selected individuals – spread across the country – participated in the initial class of the Policy Corps, sponsored by 2017-18 ALA President Jim Neal, the ALA Washington Office and ALA Divisions. http://www.ala.org/advocacy/ala-policy-corps
- Still others are active participants in various state Intellectual Freedom Networks.

- Yet others – some of whom will be ALA members – are active in state legislative committees and other groups.

On the ALA staff side of the equation, two connected groups will take the coordinating responsibility: the ALA Washington Office (in DC) and the ALA Office for Library Advocacy (in Chicago). Support will also come from the ALA Chapter Relations Office; the Office for Intellectual Freedom; Office for Diversity, Literacy and Outreach Services; the ALA Public Awareness Office; United for Libraries; AASL; ACRL; and, PLA.

Potential Governance Review Impact

Current modeling assumes the continued, important participation of current ALA committees: The Committee on Legislation, the Committee on Library Advocacy, and the Public Awareness Committee. Interaction between these core committees would be highly desirable. Other groups may be involved selectively in relation to specific issues or concerns – e.g., the Intellectual Freedom Committee, Committee on Diversity and ALA Divisions.

While planning is in the early stages, and still requires extensive consultation, two specific recommendations are currently being considered.

- Based on the experience of a variety national advocacy organizations which successfully manage ground-up networks, individual staff will be assigned "primary" responsibility for specific geographic pieces of the network, to support relationship and knowledge-building.

- Development of an initial "proof of concept" approach in 4-6 states is recommended. These should involve both states with full-time ALA State Chapter staff and states without.

Member surveys have consistently shown a desire by members to participate in ALA – but to do so more locally. This is responsive to that interest. As this work moves forward, however, there remain questions to be explored:

- What is the potential impact on membership structure and participation?
- Will this approach—as we think likely—drive deeper engagement with the Association?
- Can we create and curate both free and fee content to support continual development?
- Where will we need to develop additional internal/external organizational and communications protocols to guide a dispersed network?

APPENDIX 2: Midwinter 2018 Discussion Document (with 6 additional appendices)

American Library Association

Organizational Effectiveness Discussion

2018 Midwinter Conference – Denver, CO

In the November/December issue of American Libraries, ALA President Jim Neal called on members of the association to consider the 21st century effectiveness and agility of an organization whose constitution, bylaws, and policies date back over 140 years. President Neal suggested a review of ALA's organizational effectiveness with the goal of revitalizing the association.

> A process of review must incorporate the perspectives, interests, and contributions of a wide variety of stakeholders and affiliated groups. It must be mission-driven and embrace our core values. It must focus on member development and engagement, and on encompassing the complexity of voices that enrich ALA. -Jim Neal, *American Libraries*, Nov. 1, 2017

The ALA Executive Board calls upon ALA Council, Committees, Round tables, Divisions, and the myriad of Communities of Practice inside and outside the association to consider what it would take to align ALA's organizational structure, policies, and rules with the Association's 21st century values, key action areas, and strategic directions.

The Executive Board is indebted to the excellent work of the Library Leadership and Management Association Division (LLAMA) whose recent re-organization helped create some guiding principles and templates for an ALA-wide effort.

ALA's Mission

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

Guiding Principles of Our Work

1. We will build upon ALA's strengths
2. We will focus on ALA's Strategic Directions—Advocacy; Information Policy; Professional & Leadership Development; Equity, Diversity, and Inclusion
3. We will enable open, flexible, and easy member engagement
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9. We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
10. We hope to be a model of innovation for professional associations

Why Address ALA Governance, Bylaws, and Policies?

1. Members are confused by the structure and feel disconnected from the association.
2. New members are equally confused and intimidated by ALA's monolithic structure and practices that favor established, well-connected, and well-funded members. They don't see entry points for participation and question the value of membership.
3. ALA has suffered significant membership declines since the 2008 recession, falling 17% from 2008 numbers of 61,262 personal members to 50,570 personal members in December 2017 (these numbers do not include organizational and corporate memberships, which put the overall decline at 13%).
4. Employment in the library sector (defined by the Bureau of Labor Statistics) declined by approximately 15% between 2007 and 2013 - a loss of 60,000 jobs, of which 20,000 were degreed librarians.
5. The structure has become overly complex:
    - 37 ALA and ALA Council Committees
    - 29 Round Tables and Member Interest Groups
    - 56 Chapters, 27 Affiliates, and 4 Related Groups
    - 11 Divisions with their own Committee, Section, Task Force, and Community of Practice structures

6. The ALA Constitution, Bylaws, and Policy Manual that govern our process and organizational procedures have not kept pace and are misaligned with ALA Core Values, Strategic Directions, and Key Action Areas.

ALA Council Discussion

For the purposes of discussion, Council members should consider three aspects of reorganization—**Goals**, **Specific Activities or Actions**, and **Expected Outcomes**. It's best if the actions and outcomes are aligned.

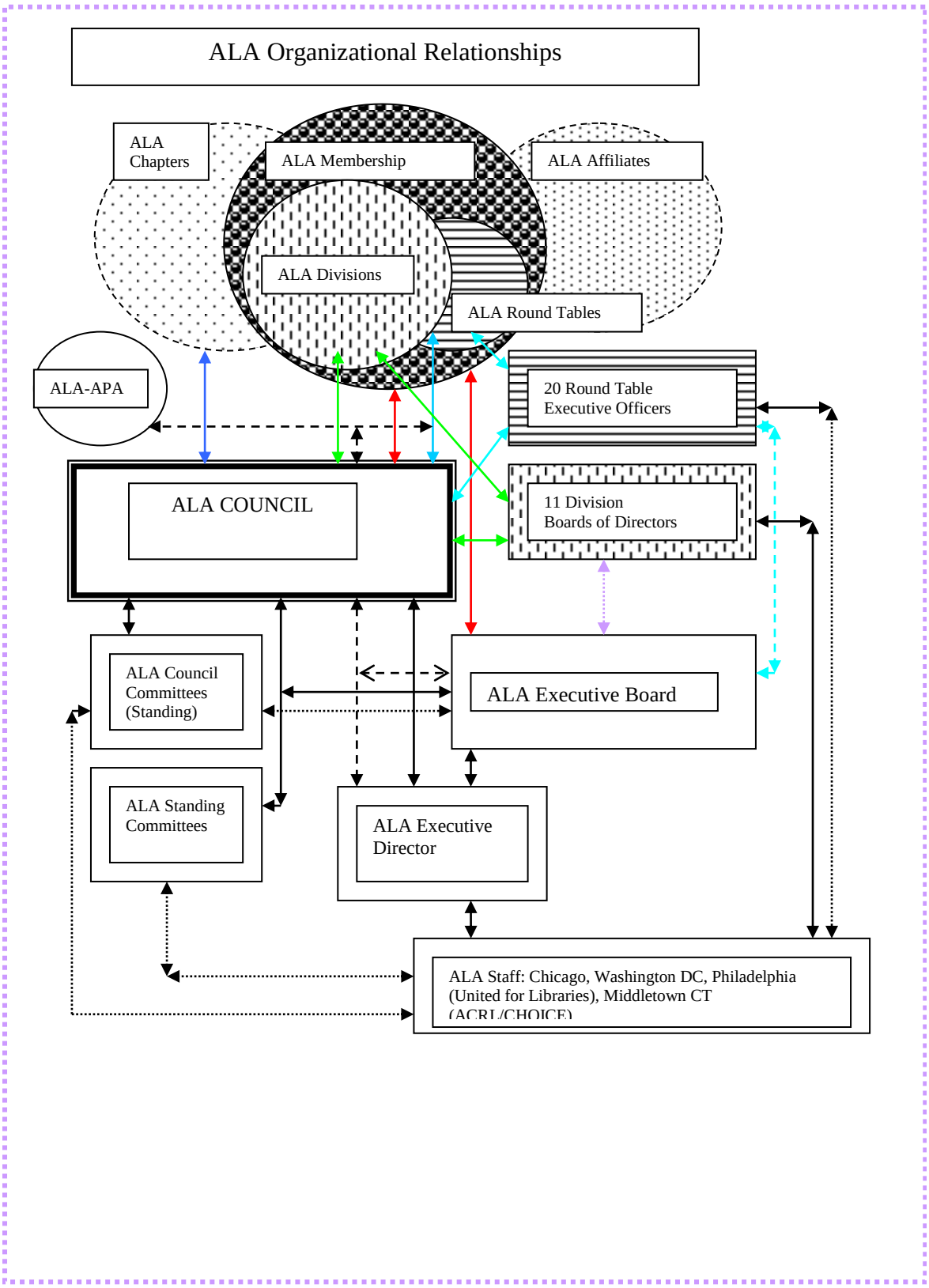
Discussion Questions

1. What does our ideal organization do?
2. What does our ideal organization look like?
3. What are 3 ways we can get there?

Using the above questions, fill in the blanks for your 3 ways we can attain our ideal organization:

"We will do _____, in order to _____, so that _____."

APPENDIX 1 - ALA Organizational Relationships



APPENDIX 2 - ALA and ALA Council Committees

ALA COMMITTEES

Accreditation
American Libraries Advisory
Appointments
Awards
Chapter Relations
Conference
Constitution & Bylaws
Diversity, Literacy, & Outreach Services Advisory
Election
Human Resources, Development & Recruitment Advisory
Information Technology Policy
Literacy
Membership
Membership Meetings
Nominating
Public & Cultural Programs Advisory
Research & Statistics
Rural, Native, & Tribal Libraries of All Kinds
Scholarship & Study Grants
Training, Orientation, & Leadership Development
Website Advisory

ALA COUNCIL COMMITTEES

BARC
Committee on Committees
Committee on Diversity
Committee on Education
Committee on Legislation
Committee on Library Advocacy
Committee on Organization
Committee on Professional Ethics
Committee on the Status of Women in Librarianship
Council Orientation Committee
Intellectual Freedom Committee
International Relations Committee
Policy Monitoring Committee
Public Awareness Committee
Publishing Committee
Resolutions Committee

APPENDIX 3 - ALA Divisions, Round Tables, and Member Interest Groups

Divisions

American Association of School Librarians (AASL)
Association for Library Collections and Technical Services (ALCTS)
Association for Library Service to Children (ALSC)
Association of College & Research Libraries (ACRL)
Association of Specialized & Cooperative Library Agencies (ASCLA)
Library & Information Technology Association (LITA)
Library Leadership & Management Association (LLAMA)
Public Library Association (PLA)
Reference & User Services Association (RUSA)
United for Libraries (Trustees, Friends, Foundations)
Young Adult Library Services Association (YALSA)

Round Tables

Ethnic & Multicultural Information Exchange Round Table (EMIERT)
Exhibits Round Table (ERT)
Federal and Armed Forces Libraries Round Table (FAFLRT)

(At the 2018 MW, ALA Council approved the dissolution of the Federal and Armed Forces Libraries Round Table, FAFLRT, and its subsequent merger with the Association of Specialized and Cooperative Library Agencies, ASCLA, to form the Association of Specialized, Government, and Cooperative Library Agencies, ASGCLA. The anticipated merger date is September 1, 2018.)

Games & Gaming Round Table (GAMERT)
Gay, Lesbian, Bisexual, and Transgender Round Table (GLBTRT)
Government Documents Round Table (GODORT)
Intellectual Freedom Round Table (IFRT)
International Relations Round Table (IRRT)
Learning Round Table (LearnRT, formerly CLENERT)
Library History Round Table (LHRT)
Library Instruction Round Table (LIRT)
Library Research Round Table (LRRT)
Library Support Staff Interests Round Table (LSSIRT)
Map and Geospatial Information Round Table (MAGIRT)
New Members Round Table (NMRT)
Retired Members Round Table (RMRT)
Round Table Coordinating Assembly
Social Responsibilities Round Table (SRRT)
Staff Organizations Round Table (SORT)
Sustainability Round Table (SustainRT)
Video Round Table (VRT)

(During the 2018 ALA spring election, the VRT membership voted to change its name from Video Round Table, VRT, to Film and Media Round Table, FMRT.)

Member Interest Groups (MIGs)

Diversity
Entrepreneurship and Maker Spaces
Graphic Novels & Comics in Libraries

Librarians Build Communities
Libraries Foster Community Engagement
Programming Librarian Interest Group (PLIG)
STEM in Libraries
Virtual Communities and Libraries

APPENDIX 4 - ALA Chapters, Affiliates, & Related Groups

ALA AFFILIATES

American Association of Law Libraries

American Indian Library Association

Association for Information Science and Technology

American Theological Library Association

Art Libraries Society of North America (ARLIS/NA)

Asian/Pacific American Librarians Association

Association for Library and Information Science Education

Association for Rural and Small Libraries

Association of Bookmobile and Outreach Services

Association of Jewish Libraries

Association of Research Libraries

Beta Phi Mu

Black Caucus of ALA

Catholic Library Association

Chinese American Librarians Association

The Joint Conference of Librarians of Color

Latino Literacy Now

Library and Information Association of New Zealand Aotearoa

Medical Library Association

Music Library Association

National Storytelling Network

Online Audiovisual Catalogers

Georgia Library Association

Hawaii Library Association

Idaho Library Association

Illinois Library Association

Indiana Library Federation

Iowa Library Association

Kansas Library Association

Kentucky Library Association

Louisiana Library Association

Maine Library Association

Maryland Library Association

Massachusetts Library Association

Michigan Library Association

Minnesota Library Association

Mississippi Library Association

Missouri Library Association

Montana Library Association

Nebraska Library Association

Nevada Library Association

New Hampshire Library Association

New Jersey Library Association

New Mexico Library Association

New York Library Association

Patent and Trademark Resource Center Association

ProLiteracy Worldwide

REFORMA

Seminar on the Acquisition of Latin American Library Materials

Theatre Library Association

ALA RELATED GROUPS

ALA Allied Professional Association

Freedom to Read Foundation

Merritt Humanitarian Fund

Sister Libraries

ALA CHAPTERS

Alaska Library Association

Arizona Library Association

Arkansas Library Association

California Library Association

Colorado Association of Libraries

Connecticut Library Association

Delaware Library Association

District of Columbia Library Association

Florida Library Association

Guam Library Association

North Carolina Library Association

North Dakota Library Association

Ohio Library Council

Oklahoma Library Association

Oregon Library Association

Pennsylvania Library Association

Rhode Island Library Association

South Carolina Library Association

South Dakota Library Association

Tennessee Library Association

Texas Library Association

Utah Library Association

Vermont Library Association

Virgin Islands Library Association

Virginia Library Association

Washington Library Association

West Virginia Library Association

Wisconsin Library Association

Wyoming Library Association

Mountain Plains Library Association (MPLA)

New England Library Association (NELA)

Pacific Northwest Library Association (PNLA)

Southeastern Library Association (SELA)

APPENDIX 5 - ALA Kitchen Table Conversations

ALA Kitchen Table Conversations: Narrative Summary – Midwinter 2017

Beginning at the Annual Conference 2013, ALA has held a series of kitchen-table style conversations, to increase our understanding of member and attendee aspirations for the "ALA community." Feedback from those conversations has been summarized in narrative form and shared back with members of the community. Each successive cycle of conversations has contributed to this shared or **public knowledge**.

People want a *welcoming, inclusive, engaged, relevant and supportive organization.* ***But they're concerned*** *that ALA's complexity makes it difficult to navigate and that ALA needs to be more welcoming to new members and new ideas.* ***As people talk more about these concerns, they talk about*** *silos, having too many choices and too much "noise," and about bureaucracy. They say we need to concentrate on building relationships and on developing a sense of community; we need more focus; and we need to continue the conversations.*

They say members need flexible ways to participate meaningfully and that ALA should be a "safe place" to learn and grow. ***If*** *we* ***worked on this together*** *– ALA leadership, Division leadership, Round Table leadership, and staff –* ***they would be more likely to trust the effort and step forward to help****. People are more likely to trust leaders who can work together collaboratively in stressful times. Overall, people believe we are stronger together and have more in common than we realize; but, at the same time, they want their differences heard and acknowledged.* (Fall 2014)

By June 2015, these themes were still important. Conversation participants noted that the kitchen table conversations are helping. Conversations notes indicate they know that ALA is listening and taking action, and change is beginning to happen. There was also acknowledgement that given the size and complexity of the ALA community, change will happen in different places and at different rates as community members work together. Sharing stories of progress and lessons learned will be essential to moving the whole community forward. People indicated that they have a sense of hope and recognize that their aspirations require big change – and big changes take some time.

In the June 2015 conversations in San Francisco and January 2016 in Boston, participants were asked to be very specific about ways that would help members connect and engage more simply. Several major themes or "findings" emerged. The following "Finding Statements" summarize each of those themes.

Finding Statement 1: People who have found their place in the ALA community frequently reference the importance of a mentor or experienced peer in their engagement process:

- Participants recognized that mentoring every member is not a feasible goal, but substantive connections with peers, welcoming them to the ALA community, are desired.

- People talk about the moment they found their community within the ALA membership and how energizing that is. Once they find their first community, they see opportunities to connect with other ALA groups. This metaphor suggests the importance of the pathways priority described above.
- The more membership opportunities are tailored to the member, the more welcoming the association feels. For targeted communications to happen, members are willing to provide additional personal communication.
- Greater transparency in the committee appointment process and access to committee work opportunities are desired.

Finding Statement 2: Members are also looking for more direct relationships with staff across the organization.

- There is a lack of understanding about what specific ALA staff do (aside from conference planning).
- Recognizable staff help give members a greater sense of access.
- ALA staff are accessible, easy to approach.

Finding Statement 3: Some members don't feel they are on the membership map in a meaningful way (e.g., paraprofessionals and library support staff, the unemployed and job seekers, consultants) and are searching for their pathways to participation.

- "We could use more round table dedication to support staff and more mentoring among non-librarians around ALA, career development within specific contexts, being respectful of career choices and why some people don't want to get an MLIS."
- Participants urged more attention to those in "less traditional job paths," including more inclusive language, inclusion on "drop-down" menus and wider participation pathways. These were also mentioned in relation to job seekers, free-lancers and support staff.
- Find ways to integrate chapter members; to bring them into ALA membership.

Finding Statement 4: People want to be more personally engaged but are unsure about how to make the connections between themselves, the organization, and the field.

- We need more stories about libraries having [community] conversations that made a difference; doing things differently – and the results (what changed).
- Reporting out on the Kitchen Table Conversations will help advance the change conversation.
- Specific outreach to library school faculty may help with perceptions of ALA and pathways to engagement for members.
- "Help us navigate." What are the priorities? What should we pay attention to across our various interest groups?
- Participants recognized there is a "lot of CE out there," but also believe that ALA "hasn't done a great job integrating it." It does not seem to them to be well coordinated. There doesn't appear to be a "CE plan." Participants wanted more structure, more depth and less "scattershot."
- Involvement in ALA should not be equated with serving on a committee. There should be multiple ways to contribute.
- There is interest in more venues for informal connection and social activities.
- Try pre-recorded welcome & orientation webcasts for new members to access – ALA and Divisions.
- Can we consider holding KTCs in an "open area" – e.g., the Uncommons – rather than a closed group – so people could "drop in"?

Finding Statement 5: People acknowledge the changes within ALA but they don't quite see a clear direction yet. They value the variety of perspectives. They see a need to balance institutional memory and future forward change.

- The feedback loop is critical.
- Many people are trying – but it sometimes seems like "throwing spit balls and seeing what sticks."
- "We need to hold together or we're all going to fall apart."
- "I like ALA because I like to stretch out and get perspective that I would never get in my tiny little bubble."
- We need to do a better job of reporting out about the conversations.
- A positive cultural change in ALA Council was noted -- "more respectful and mission aligned."

Finding Statement 6: When asked about sharing personal information "upfront" in order to get targeted information more quickly, responses are ambivalent.

- Privacy is a clear concern.
- "Fraught relationship with vendors."

Finding Statement 7: There is a strong consensus that a "simpler" ALA would be desirable – but not yet a clear consensus around what "simpler" would look like.

- Persistent use of acronyms is "off-putting."
- There is a lot of duplication and fragmentation.
- Various parts of the Association aren't familiar with what the other parts are doing.
- We need to think of the organization "like a Prezi presentation."
- "Integrate the organization of ALA into the information architecture of the website." Make it graphical if possible.
- All relevant information should be linked in one place.
- More standardization – including pricing.
- Make it easier to get involved.
- Create clear pathways to leadership.
- Provide a "snapshot" of ALA organization.
- Consider a password that isn't the membership number.
- There is a sense of not knowing "the rules" – of conference, of ALA.

In the Midwinter 2016 cycle of Kitchen Table conversations, participants were asked to be very specific about ways they believe ALA can be more "welcoming, inclusive, engaged, relevant and supportive." Some additional themes are "finding statements" emerged.

Finding Statement 8: Community building is a critical, ongoing activity.

- Members see in the ALA Community a way to "move the profession forward continuously."
- We should work more closely with graduate LIS programs, with a clear plan for communication and integrating students into the profession.
- The Kitchen Table Conversations are positive. They should be easier to stumble across.
- Acronyms are barriers to someone seeking to enter the community.
- We should consider doing "virtual" Kitchen Table Conversations – so more members can participate.

- Members of the ALA Community like feeling “a part of something bigger.”
- Members want a “community of friends.”
- “Members need to be stakeholders.”
- “We need to hold together or we’re all going to fall apart.”

Finding Statement 9: There needs to be a pathway to participation and leadership for every member.

- There needs to be a clear process that is accessible to all members, “an even path for all members.”
- ALA’s organizational diversity is a strength – but also creates confusion.
- There is “too much duplication and fragmentation now.”
- “I need a snapshot of how ALA is organized.”
- We need to “go to” place for new members at conferences.
- It’s too hard to find all the information you need to work within ALA. “Seems like everything is in different places.”
- Leadership training is inconsistent.

Finding Statement 10: We need to balance face-to-face and virtual connection and community building.

- ALA needs to help employers see the value in supporting participation.
- Differences between groups make it hard to work.
- Sometimes when groups decide not to meet at conferences, people who had participated feel they lose connection. At the same time, people understand that many people aren’t able to participate face-to-face, at least not consistently. Some bridging is desired.
- Hold a digital Activities Fair.
- There are still barriers to digital participation – inconsistent quality and content, different platforms, lots of “red tape,” lack of coordination across units.
- The website should help members understand the organization.

At the 2017 ALA Midwinter Meeting in Atlanta, there will be four Kitchen Table Conversations. They will focus on a key aspect of inclusion: accessibility for people with physical, mobility, visual, auditory or cognitive disabilities. How do we create products, services and environments that are usable by people with the widest possible range of abilities, so that people with disabilities may participate fully in the life of the ALA community?

1-24-2015mg

5-3-2016mg

1-14-17mg

APPENDIX 6 - ADDITIONAL RESOURCES

ALA Constitution - http://www.ala.org/aboutala/governance/constitution/constitution

ALA Bylaws - http://www.ala.org/aboutala/governance/constitution/bylaws

ALA Policy Manual - http://www.ala.org/aboutala/governance/policymanual

ALA OrgChart

LLAMA Reorganization Information

- LLAMA 101 Presentation (LLAMA 101 Presentation.ppt)
- LLAMA Task Force – Guiding Principles (LLAMA - TF Guiding Principles.doc)
- LLAMA Town Hall Reorg Handout (LLAMA - MW17 Reorg Town Hall Handout.doc)