



Jenny Levine  
LITA Director

# Core Town Hall 4

Brought to you by ALCTS, LITA, & LLAMA staff!



Kerry Ward  
LLAMA Director & ALCTS Interim  
Director



Julie Reese  
ALCTS Deputy Director



## Why Are We Here?

Jenny (LITA Director): This is the LITA Board, representing LITA members. This is why I come to work every day, for my members. Who are awesome. I want to help them implement all of their great ideas. The same is true for Kerry (LLAMA, ALCTS) and Julie (ALCTS) with their members.



## Why Are We Here?

Jenny (LITA Director): This is my dog Ella. Unfortunately, I have days where I feel like Ella does in this picture. I'm constrained, I can't do the kinds of things I want to do, and it seems like there are obstacles in my way that I have no control over.

# Why Are We Here?



Membership



Budget



Difficult to collaborate  
across divisions



No new initiatives

Jenny (LITA Director): Why are we at the point we're at? Membership in all 3 divisions is declining regularly, and this translates into less revenue each year. From a financial standpoint, LITA (as one example) starts out at a 7% deficit before we even start a new fiscal year because that's how much we've lost in membership dues during the previous year. That figure is compounded year after year, so for 2018 we had to make up a 7% difference, in 2019 we had to make up a compounded 14% difference, and in our current fiscal year for 2020 we have to make up an additional 21% in revenue on day one of the budget year. This is unsustainable long-term.

In addition, ALA's structure makes it difficult for us to work together to alleviate these issues. Three years ago, the directors of ALCTS, LITA, and LLAMA spent many hours trying to find ways to work together to build capacity to better serve members and stop these membership declines. However, it wasn't feasible to share staff or hold joint events because of ALA's structure. To collaborate in these ways would result in us having to add administrative work to split revenue and expenses 3 ways across 3 budgets. Given that we already don't have capacity for new initiatives, it's simply not possible to add even more administrative work.

There are only 2 staff members in LITA, 2 staff members in LLAMA, and 3.5 in ALCTS.

We're all wearing several different hats already and don't have the bandwidth to add any new tasks.

Ultimately this results in declining services, including less time for member engagement, no capacity for additional fundraising, and no resources for implementing new initiatives for members. I feel like Ella in that cone and I want to claw my way free to say yes to members, but I can't because it's just me and one other staff member and our revenue is declining each year. We don't want to say no to member ideas and engagement, which is why we proposed joining together as one unit so that we could start collaborating to reduce administrative work and dedicate more time to advocacy, diversity and inclusion work, member engagement, and more professional development opportunities for members.

# Governance

## Core Operational Highlights

- Structure: Board and Member Groups
- Transitional Year
- Staffing

Kerry (LLAMA Director, ALCTS Interim Director) took over to describe the proposed governance structure for Core and how it differs from our current setups.

## Core Structure

- Board of Directors
- Sections
- Interest Groups
- Committees
- Other groups as needed

Kerry (LLAMA Director, ALCTS Interim Director) : The proposal document is with staff now to finalize it, and it will go back to the Steering Committee on December 18 for final approval. The final version will be posted publicly at the beginning of January and promoted to members.

## Board of Directors

- **13 Members: 9 voting/4 non-voting**
  - 3 officers (Pres/Pres-elect/Past-Pres)
  - 5 directors at large
  - 1 ALA Councilor
  - 4 non-voting (3 committee chairs/1 executive director)
- **Current Boards**
  - ALCTS 17 members; LITA 13; LLAMA 7

Kerry (LLAMA Director, ALCTS Interim Director): We're following the trend association world toward smaller, more strategic boards. This is now a best practice so that strategic planning and decision-making can be more agile.

## Member Groups

- Sections
  - Access and Equity
  - Leadership
  - Metadata and Collections
  - Operations and Buildings
  - Technology
- Interest Groups
- Committees
- Other groups as needed

Kerry (LLAMA Director, ALCTS Interim Director): This is where the work of the division will get done. We'll likely be proposing the Steering Committee add a 6<sup>th</sup> section for Assessment. More information about sections (and the rest of the governance structure) can be found on the Core website at <https://core.ala.org>.

## Transitional Year

- Sept 1, 2020 – Aug 31, 2021
  - Board/Election
  - Sections
  - Committees and other member groups
  - Operations: Membership, finances, Connect groups, etc.
  - Staff roles

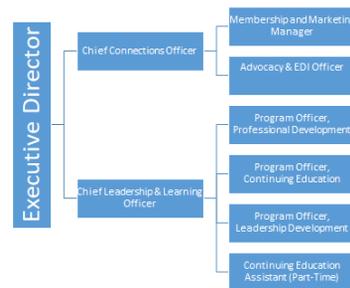
Kerry (LLAMA Director, ALCTS Interim Director): Member and Council approval would only be the beginning of the transition. We've structured the bylaws to provide a foundation, but they are not prescriptive. The details will be in a policy and procedures manual so that we can easily adapt to and implement new structures based on member needs. Core as presented in the project plan is not envisioned as complete on day one; rather, it will grow organically based on member needs and we will all build it together during the first transitional year.

# Staffing

## Current

- Two executive directors (one shared)
- One deputy director
- Two continuing education program officers
- One communications program officer
- One marketing program officer
- Part time CE assistant

## Proposed



Kerry (LLAMA Director, ALCTS Interim Director):

- We want to acknowledge questions on staffing/downsizing and say up front that we don't plan to lay off any current staff members. In fact, we plan to use our combined net asset balance to add a position dedicated to advocacy and diversity & inclusion work.
- Discussed the origin of the project as coming from the three division directors and how current staff are siloed. The status quo just isn't sustainable long-term.
- We want to highlight the cohesion of proposed staffing and new positions, Jenny's language: With dedicated positions for advocacy (including equity, diversity, and inclusion), member engagement, and marketing, we predict more opportunities for members to have an impact on the profession, eventual stabilization of membership numbers (and therefore dues revenue), and increased revenue from marketing professional development activities. Link to the values in the proposal. We will gain this capacity through administrative efficiencies. Instead of having one person in each division who spends part of their time on governance/board, budget, awards, appointments, elections, committee support, courses, webinars, etc., we'll be able to dedicate staff to specific functions and take advantage of their expertise.

## Advocacy, Marketing, and Membership

Jenny (LITA Director): One staff department within Core will focus on advocacy, marketing, and membership.

# Member Engagement: What Are You Focused on?

## Interests

Please indicate your topics of interest so that we can match to others with the same interest.

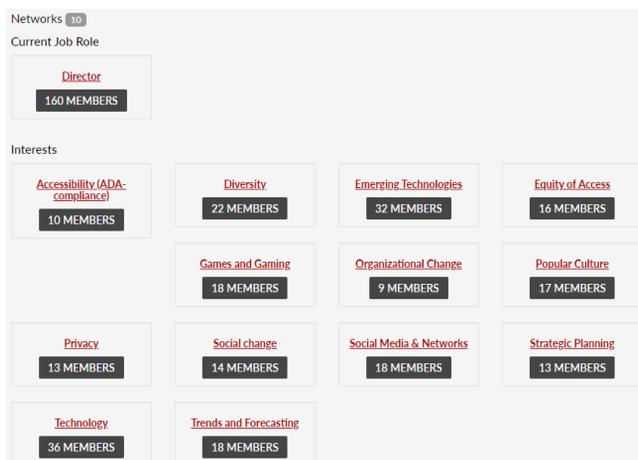
- Accessibility (ADA-compliance)
- Diversity
- Emerging Technologies
- Equity of Access
- Games and Gaming
- Organizational Change
- Popular Culture
- Privacy
- Social change
- Social Media & Networks
- Strategic Planning
- Technology
- Trends and Forecasting



Jenny (LITA Director): Although LITA recently repurposed its program officer position to focus on membership and marketing, ALCTS and LLAMA have no such position or extra staff time to devote to member engagement. It's been difficult for any of us to engage in true member engagement given our lack of resources.

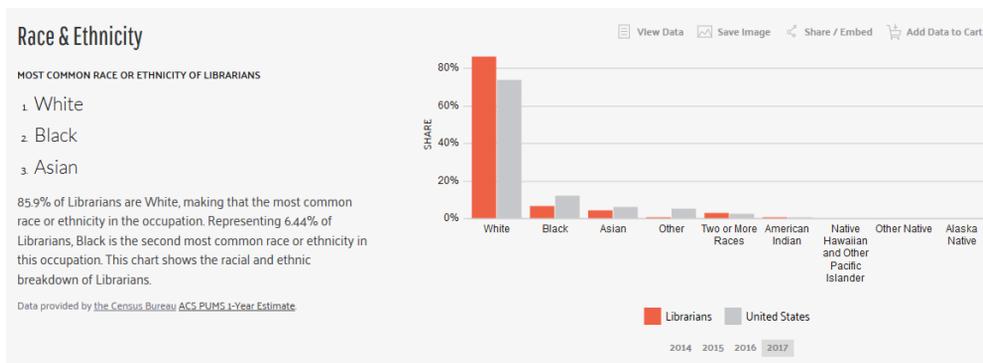
As Core, we'll scale up what LITA has started to focus on member engagement for all our members. We plan to lead ALA in the implementation of matching profile interests (as self-identified by members in order to respect their privacy) with our content. This will help reduce the number of messages members receive and will increase the visibility of the most relevant pieces of Core to a member. This slide shows a list of my interests as an example of how we hope to match content for members up front instead of making them search for it or wade through items that aren't of interest to them to get to the information they most need.

# Member Engagement: Who Are the People in Your Neighborhood?



Jenny (LITA Director): Just as we want to match content to members' self-identified interests, we want to match members with other members who share their interests. We plan to lead ALA in the implementation of group and member matching. For example, we want to make it easy for a public librarian who lives in Illinois and is interested in finding other people working on RDA or privacy or assessment to do so.

# Advocacy: Retaining Diverse Leaders/Workforces



Jenny (LITA Director): Another staff position in this department will finally be able to dedicate time to advocacy, including standards, diversity and inclusion, and awards/scholarships. A great crossover here is how this position could help address EDI issues by working with the proposed new Assessment section and the Access & Equity and Leadership sections to focus on improving the numbers of diverse leaders/workforces shown in this slide.

# Advocacy: Patron Data Privacy

## SECURITY BOULEVARD

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Home » Cybersecurity » Data Security » Ransomware Attack Disrupts Some Services at Onondaga County Libraries

### Ransomware Attack Disrupts Some Services at Onondaga County Libraries

 by David Bisson on July 17, 2019

A crypto-ransomware attack has disrupted some services at all library locations across Onondaga County in New York State.

On 16 July, the Onondaga County Public Library system published a tweet in which it explained that many of its public services were unavailable.

Jenny (LITA Director): Another great crossover topic that the new Advocacy & EDI staff person can work on with the Leadership and Technology sections is patron data privacy.

## Advocacy: Preservation Week



Jenny (LITA Director): This is an inside joke between me and former ALCTS Director Keri Cascio that highlights how we wanted to provide more support from LITA for Preservation Week, but we didn't have the resources to make that happen because neither of us had a staff person focused on advocacy. That would change with Core's proposed staffing structure.

# Marketing: Publications

*Assessment Strategies in Technical Services*, edited by Kimberley A. Edwards and Michelle Leonard (2019)



*Managing Library Technology*  
Carson Block (2017)

This commonsense guide will help library managers understand the underpinnings of technology and how to powerfully manage tech to serve patrons and staff alike. Learn how libraries fit into the overall technology market and strategies to future-proof library technology efforts.



Jenny (LITA Director): We'll also be able to find more crossover in content and do a better job of marketing it because we'll have more staff dedicated staff time for marketing. This slide also shows how taking a topic-based approach to content can help our members, rather than working within our existing silos. The ALCTS book on the left was probably never seen by LLAMA's Assessment community of practice. And the LITA book on the right probably wasn't seen by LLAMA members, either.

However in Core, both titles would have been marketed by topic, so we'd a broader audience while also providing targeted content to the members most interested in it. If you had listed "assessment" or "management" in your profile interests, you would have seen these titles, regardless of the fact they were published by a different division.

# Connecting: Content

## Interests

Please indicate your topics of interest so that we can match to others with the same interest.

- Accessibility (ADA-compliance)
- Diversity
- Emerging Technologies
- Equity of Access
- Games and Gaming
- Organizational Change
- Popular Culture
- Privacy
- Social change
- Social Media & Networks
- Strategic Planning
- Technology
- Trends and Forecasting



### **Guide to Ethics in Acquisitions** 2014

Provides an historical perspective on ethics related to acquisitions of library materials and gives practical examples of situations that require thoughtful consideration of ethical behavior.

### **Moderately Risky Business: Challenging Librarians to Assume More Risk**

2009

Librarians deal with risk every day in all parts of the profession. Creating opportunity from risk requires a new perspective.

Jenny (LITA Director): Building even further on this idea of connecting content to member interests, ALCTS published these two titles within the past decade. “Guide to Ethics Acquisition” would be great collaboration between ALCTS members interested in collections and LLAMA members interested in ethics (one of LLAMA’s Core Competencies).

The same is true for the “Moderately Risky Business” title, which would have crossover appeal for members interested in collections, management, and technology. But stuck in our current silos, we won’t see the potential for these kinds of collaborations. How great would it be to update these titles together?

# Connecting: People



Jenny (LITA Director): One more example – the same type of connecting people with content and with each other that we’re talking about doing virtually, we want to do that in-person, too, at a joint conference. The joint 2020 Forum will be a great example of this, and we’ve already got members from all 3 divisions working together on a committee to plan it.

# Leadership and Learning

The other department within Core will be Leadership and Learning.

# Professional Development

- Fall Division Conference
  - Core Forum (Fall 2020)
  - Core Virtual Exchange (Fall 2021)
  - Alternating between in-person and online each year
- Web Courses
  - Build on the successful Fundamentals of... courses
  - Intermediate and Advanced courses
  - On-demand courses on specialized topics
- Webinars
  - Offer both single webinars and webinars in a series
  - 2-3 webinars per month on a wide range of topics

Julie ( ALCTS Deputy Director): We see the potential in the new division to expand resources and capacity to continue the majority of the activities currently being done by the three divisions, with some consolidation of efforts.

One example of this is an annual division conference held in the fall, alternating between a virtual and in-person format. So, with the creation of the Core division, the Core Forum would be held in fall 2020 and the Core Virtual Exchange would be held in the fall 2021.

Another example of activities that we can continue offering and expand on, are web courses and webinars. We can build on the successful ALCTS Fundamentals of.. web courses by adding topics important to all Core members. The additional staff resources would be there to support a strong Professional Development program that provides training for members throughout their career.

## Building Community & Connections

- Interest Group Virtual Forums
  - A series of virtual discussions presented by Interest Groups
  - Grouped together by topic
- Podcasts
  - Podcast series on a variety of topics
- Community Discussions
  - Virtual discussions held via list serv (e-Forum) and ALA Connect

Julie ( ALCTS Deputy Director): Interest Groups could offer virtual forums, perhaps during in the winter months. These presentations could be free to members.

Podcasts are another initiative we could explore in the new division.

We could strengthen the Core community by facilitating discussions in ALA Connect and email-based discussions like the ALCTS e-Forums.

## Additional Activities

- Leadership Development
- Mentoring Program
- Regional Workshops
- Preconferences and Programs at ALA Annual Conference
- Preservation Week
- Awards
- Publishing

Julie ( ALCTS Deputy Director): Additional activities the new division could continue and expand on include these areas.

## What Excites Us about Core

- More capacity for ALCTS continuing education and Preservation Week
- Implementing a mentoring program for LITA with crossover topics
- Expanding the LLAMA Core Competencies and adding publishing
- Having a focused jobs site for our topics
- All the fun and learning we're going to do together at Forum
- Saying YES to members

Jenny (LITA Director): These are just some of the things that excite us as staff about Core. Each of us deals with the challenges of dwindling resources while trying to better serve member needs. Replace the division name in these bullet points with topics (ALCTS = metadata and collections, LITA = technology, LLAMA = management and leadership), and we'll have the ability to implement all of these new initiatives for our combined membership.

Why are staff at this point? Because we want to say YES to members.

## Let's Discuss...



Questions? Comments? Suggestions?