



**Core**

LEADERSHIP  
INFRASTRUCTURE  
FUTURES

a Proposed Division  
of the American Library Association

Core Steering Committee Proposal

# Core Steering Committee

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# I. Executive Summary

The [Core Steering Committee](#) recommends that the Boards of the Association for Library Collections & Technical Services (ALCTS), the Library Information Technology Association (LITA), and the Library Leadership & Management Association (LLAMA) ask their respective memberships to vote on whether to discontinue their division in order to form a new division, Core: Leadership, Infrastructure, Futures.

This recommendation is based on our shared desire across ALCTS, LITA, and LLAMA to form a new division of ALA that reflects the services, capacities, and professional development needs that are central to every kind of library and information organization. It also reflects an awareness of the alignment of the work and expertise of members across the increasingly intertwined and multifaceted library landscape.

The major structural benefit to combining our current divisions into a new one is that we will create a more sustainable and engaging community than any of our current divisions can provide on their own. Declining membership (consistent with other ALA divisions) is progressively limiting our ability to create new ways for members engage. By forming a new unified division, staff can focus more fully on their areas of expertise, devoting more time to membership, marketing, fundraising, advocacy, and other strategic initiatives in which all three divisions currently lack capacity.

There are also crucial member benefits to a combined division. One of the key goals of a new division is to create a space where we can learn from each other and continue to grow throughout our careers. If approved, the new Core division Board will focus on the division's values when prioritizing what to offer: Transparency, Diversity, Inclusion, Knowledge Sharing, Collaboration, Sustainability, and Innovation.

If the three Division Boards agree to place a question on the ballot, members of these divisions would vote in March 2020 on whether to discontinue the three original divisions and to jointly form Core as a new division of ALA. If the motion is passed by the membership of all three divisions, the recommendation would pass to the ALA Committee on Organization and then to ALA Council at the 2020 ALA Annual Conference.

In May 2020, the current Core Steering Committee would begin forming working groups comprised of members from all three divisions to determine how best to continue, sunset, or integrate current work being done in eight areas\*:

1. ALA Conference Activities
2. Awards Recognition Activities
3. Continuing Education
4. Mentoring and Pathways to Leadership
5. Publications and Communications
6. Sections/Interest Groups
7. Special Events, including the In-person Forum, Virtual Exchange, and Preservation Week
8. Standards, Bodies, and Responsibilities

\* See the [2018 Activities Working Group's Report](#) (PDF) for more details about these activities and the Group's initial recommendations.

Core would formally begin on September 1, 2020 (the beginning of ALA's 2021 Fiscal Year), and members of the three current divisions would automatically become Core members on that day. In order to be thoughtful, inclusive, and deliberate in our work, we expect the period between September 1, 2020, and August 31, 2021, to be a transitional year while these groups create recommendations and the Board determines how best to implement them strategically to create a fully integrated and unified division. The decisions made during this time will be documented in the Core Policies and Procedures Manual, which will initially be created by the Core Board with input from member working groups and will remain member-driven for continuous improvement.

If the motion is *not* passed by all three divisions, then the three divisions would continue their business separately. However, we anticipate from our research and business analysis that membership and revenue will continue to decline for all three divisions and that staff capacity would remain below what is needed for growth or even to maintain current operations.

## II. High-level Proposal

The Core Steering Committee recommends that we conduct a vote of the three division memberships to discontinue ALCTS, LITA, and LLAMA in order to form a new division, Core: Leadership, Infrastructure, Futures. If each division's members vote to approve the motion, the Boards of each division will make a formal recommendation to ALA Council to discontinue the three divisions and form the new division.

If membership of at least one division does not approve the change, no further action on the Core proposal will be taken by the Boards unless the ALA Steering Committee on Organizational Effectiveness (SCOE) makes recommendations that have implications for division structures.

### Midwinter Board Motion

We recommended each Division Board votes at their first Midwinter Board meeting to place the following question on their spring 2020 ballot:

**Below for review by the membership are the [Bylaws of Core: Leadership, Infrastructure, Futures](#), a proposed new division of the American Library Association. If adopted, the proposed Bylaws would entirely replace the current Bylaws of the [DIVISION NAME], pending final approval by the ALA Council.**

**On the question of adopting the proposed Bylaws of Core: Leadership, Infrastructure, Futures to replace the current Bylaws of the [DIVISION NAME]:**

- 1) YES**
- 2) NO**

## Member Vote

The above motion will appear on the ballots for each division and to carry, the motion would need to be approved by a majority of the members voting in each of the three division elections. The election results will be announced April 10.

If members of each division approve the motion, the Steering Committee and division staff will work with the ALA Committee on Organization (COO) and ALA Executive Office staff on the appropriate language and format for ALA Council motions to discontinue ALCTS, LITA, and LLAMA, and authorize formation of Core: Leadership, Infrastructure, Futures, in compliance with the ALA Bylaws.

If any one of the three division memberships does not approve the motion, no further action will be taken and the three divisions will continue to operate separately. Current collaborations (the Exchange and 2020 Forum) would proceed, but no new ones would be planned. The divisions would also hold a special election for officers who would have normally been elected on the 2020 spring ballot.

### III. Mission/Vision/Values and Culture

#### Mission

To cultivate and amplify the collective expertise of library workers in core functions through community building, advocacy, and learning.

Core functions include but are not limited to the central work of managing knowledge and libraries, including:

#### Management and Leadership

- Administration
- Assessment
- Buildings and equipment
- Human resources

#### Technical Services

- Acquisitions
- Cataloging
- Collection management
- Electronic and continuing resources
- Metadata
- Preservation

#### Technology

- Coding/Development
- Data & Open Science
- Web services
- Systems administration
- Emerging trends
- Innovation
- Digital Humanities

#### Vision

Core members play a central role in every library, shaping the future of the profession by striking a balance between maintenance and innovation, process and progress, collaborating and leading.

#### Values and Culture

##### Transparency

Core members will find it easy to understand what we do, how we do it, and the roles each member can play to advance divisional and personal professional goals.

##### Diversity

Core champions the belief that we are stronger – as individuals, as a division, and as a profession – when we ensure that our work includes diverse voices.

##### Inclusion

Our structure and activities will be welcoming to members – existing and prospective, new to the profession and seasoned.

## Knowledge Sharing

Core will be the source for sharing and developing expertise among members, providing programming, publications, and other activities that support professional development in a wide variety of forms.

## Collaboration

Core members will have ample opportunities to engage with colleagues and do valuable work, and those opportunities will meet our members where they are.

## Sustainability

Core will design and assess practices and programs that consider both economy and ecology; it will invest in infrastructure and maintenance, and ensure the future of the organization and the profession.

## Innovation

Core will be dedicated to innovating by maintaining a balance between agile and adaptable activities and strategic decision-making with the future of the division in mind.

## IV. Member Benefits of Forming a New Division

One of the goals of a new division is to create a space where we can learn from each other and continue to grow throughout our careers. Below are the initial projects that will support that goal. Some build on the work we're already doing, and some are new. To provide these benefits, we'll need more capacity. Much of that capacity will come from staff realignment and the elimination of duplicative processes, but we will also need to analyze current programs and services to determine which should continue, combine, or sunset. Core section members, committees, and other groups will lead that effort, in conjunction with the Board and staff.

### Community Building

Core focuses on connecting members with each other and with Core Board and staff to learn. Members grow as individuals, building professional networks and ties, to advance the goals of our profession and build collective capacity to address increasingly complex and interrelated challenges. When considering the programs that will be offered, the Core Board will focus on answering the question, "How will this help members connect?" Some current programs that offer connection opportunities are:

- Mentoring
- ALA Connect
- Interest Groups

Some future areas of focus to encourage connecting are:

- Local Groups based on areas of interest and expertise
- Spectrum of Engagement, which will outline a plan for all members to become engaged
- Virtual Town Halls to engage members with the Board and staff

### Advocacy

The Core division shall focus on advocating for members and their core functions. This includes treating Core as a platform to raise professional visibility and awareness of library work traditionally done behind the scenes. Considering advocacy efforts in terms of transparency, diversity, and inclusion, the Board and staff will use these values as a lens through which to evaluate future offerings.

We have already received significant member feedback and will be looking to increase offerings around:

- Advocacy for core functions at the regional, state, and federal levels
- Open town halls and online participation
- Clear communication between members, between members and division staff, and between members and the Board.

## Learning

Learning is a key function of Core and the Board and staff will create formal and informal learning opportunities together with members. Core focuses on ensuring these efforts are sustainable, accessible, and member-driven. Core learning programs help develop collective capacity to address the big challenges faced across libraries. The Core division will continue to offer many opportunities for online and in-person learning, including:

- Conferences
- Webinars and online courses
- Publications
- Knowledge networks for informal sharing

We will look for opportunities to learn from each other in informal and formal ways. The structure this takes will be dependent on the recommendations from SCOE and member input.

## Sections

Core sections represent the broadest areas of work for the division. They will be similar to current ALCTS Sections and LLAMA Communities of Practice, but will be less structured under the new bylaws, and sections will be as simple or complex as their members define. For example, one section may want more structure, i.e., committees, working groups, representatives to other groups; while another section may simply wish to manage their work through short-term project teams.

The Steering Committee recommends the creation of these initial six sections to encompass the work of current sections and communities:

- Access and Equity
- Assessment
- Leadership
- Metadata and Collections
- Operations and Buildings
- Technology

These sections will build and shape the foundation of Core starting on September 1, 2020. It is possible that additional sections will need to be created, or that current sections and communities will choose to become something else, like an interest group. Most of these decisions will take place during the transitional year after Core launches. The process for creating and dissolving Sections will be included in the new Core Policies and Procedures Manual, which will initially be created by the Core Board with input from member working groups and will remain member-driven for continuous improvement.

For a complete overview of Core sections, please see the [appendices](#).

## V. Organizational Benefits of Forming a New Division

The major structural benefit to combining our current divisions into a new one is that we will create a more robust, sustainable, and engaging community than any of our current divisions can provide on its own. There are two major benefits to forming a new division: financial and personnel.

### Financial

During the last 10 years, all three divisions have seen an overall decline in membership, net revenue, and staff capacity. While each division could continue as is for the next few years, ultimately the decline in membership and revenue will result in the dissolving of all three divisions. As evidenced in the charts below, each division has seen a significant decrease over the past decade in their membership.

| Membership | FY09  | FY19  | Change |
|------------|-------|-------|--------|
| ALCTS      | 4,309 | 3,072 | -29%   |
| LITA       | 3,587 | 2,134 | -41%   |
| LLAMA      | 4,646 | 3,555 | -23%   |

With a decline in membership comes a decline in net revenue that is compounded. Every year, each division has to make up additional budgetary shortfalls in revenue from membership dues. With a new division, while the costs overall largely remain the same, the administrative expenses decrease while expenses for membership-driven initiatives is able to be increased. Saving on administrative costs will allow for a greater degree of services for members.

| Fiscal Year 2019                         | Total Revenue | Total Expenses | Net Revenue |
|--|---------------|----------------|-------------|
| ALCTS                                    | \$555,090     | \$486,905      | \$68,184*   |
| LITA                                     | \$281,436     | \$346,188      | -\$64,752   |
| LLAMA                                    | \$230,307     | \$243,856      | -\$13,508   |
| Draft Core Budget for Fiscal Year 2021** | \$1,137,828   | \$1,127,460    | \$10,368    |

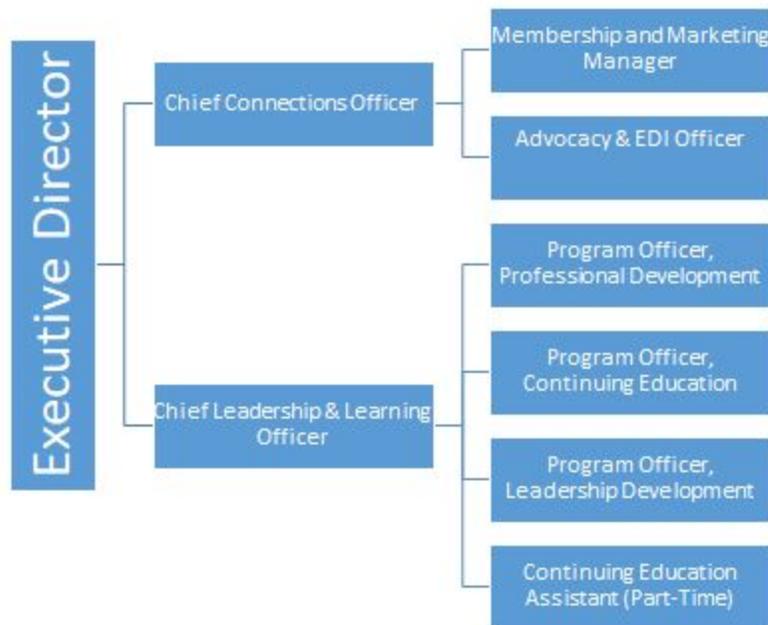
\*The increase in revenue in ALCTS is due to increased Continuing Education revenue but also reflects a one-time reduction in expenses from two temporary vacancies in staff positions.

\*\* See the [Projected Fiscal Year 2021 Division Budget](#) (PDF) and [Financial Working Group Report](#) (PDF) from the 2018 Financial Working Group.

## Personnel

Currently, there is a lot of duplication amongst staff duties. Each division has one person who schedules continuing education offerings, runs practice sessions, provides support during each session, sends evaluation surveys, and manages the overall program. The same is true for appointments, awards, board meetings, budgets, committee / interest group / section support, conference programming, elections, news releases, and publications.

By creating a new division with a staff of 8.5 FTE (currently three divisions staffed at 7.5 FTE), staff can focus on their area of expertise and devote staff time to membership, marketing, fundraising, advocacy, and other initiatives, something they are unable to do now. 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.



## VI. What's Next?

These are the formal actions as referenced in [II. High-level Proposal](#) that will need to take place in order to discontinue the three divisions and form the new division, Core: Leadership, Infrastructure, Futures. A more detailed timeline is available in the [appendices](#).

### Ongoing

- Throughout the process, the Core Steering Committee and three division Boards will work with sections, communities of practice, interest groups, committees, and other existing member groups to plan for the continuation of existing work across the three divisions. The assumption is that existing groups' work will continue in the new structure.

### January 2020

- At the January 25-29 Midwinter Meeting: ALCTS, LITA, LLAMA Boards vote whether to place the Core question on the Spring Ballot. If approved by all three Boards, staff will put the question on the 2020 spring ballot for members.

### March 2020

- March 11: ALA election opens

### April 2020

- April 3: ALA election closes
- April 10: Election results certified and reported to divisions and each division reports election results to their members

### June 2020

- At the June 21-25 Annual Conference: If approved by members of all three divisions, the ALA Committee on Organization and ALA Council will review and determine whether to pass the recommendation. Each will need to vote to discontinue the three divisions and form the new division.

### September 2020

- September 1: Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA), formally comes into existence with the Transitional Core Board of Directors in place. All members of ALCTS, LITA, and LLAMA will be added to the new division starting on this date.
- A special member election takes place to choose the President for Core from the three Presidents of ALCTS, LITA, and LLAMA (2020-21) and to choose a president-elect.

The existing three Boards will serve an additional two months from July 1- August 31, 2020. The transitional Board will then serve from September 1, 2020- June 30, 2021 and have 11 voting members:

- Core Division President: Core members will vote in a special election, choosing from the three 2020–21 Division Presidents (one of: Christopher Cronin, Tyler Dzuba, Evviva Weinraub)
- The two remaining 2020-21 Division Presidents (two remaining of: Christopher Cronin, Tyler Dzuba, Evviva Weinraub) (terms expire 2022)
- The three 2019-20 Division Presidents (terms expire 2021)
- The LITA Councilor (term expires 2022)
- The 1 remaining 2019-21 LLAMA Director-at-Large (term expires 2021)
- The 1 remaining 2019-22 ALCTS Director-at-Large (term expires 2022)
- The 2 remaining 2019-22 LITA Directors-at-Large (terms expire 2022)
- Ex officio non-voting Executive Director

Following the transitional Board, the ongoing Board will be determined by member elections as set forth in the bylaws.

Each of the three divisions has key activities such as conference programs, continuing education, publications, and awards. It is recommended that all of these activities continue as is and be consolidated together and/or opened up to all members. The Core Steering Committee has put together a detailed list of Key Activities and recommended actions to take during the transition. It is included in the [appendices](#).

## VII. Bylaws

The Core Steering Committee recommends bylaws which will be broad and flexible enough to allow the most latitude for member engagement and for future growth. For example, Bylaws Article VI defines sections in only three sentences. It does not list sections or define exactly how they must be governed. This flexibility will allow Core members to experiment with their section's development or create new sections without the need for bylaws revision. The details and best practices of how our groups manage themselves and interact with each other will be in the Core Board Policies and Procedures Manual, which, unlike the bylaws, can be continuously updated.

The bylaws account for three kinds of member groups:

- Sections, which are broadly focused and managed by their own leadership team, who get to define the section's structure;
- Interest groups, which are narrowly focused, can exist at the division level or section level, and need at least 1 member volunteer to manage them and define their structure; and
- Committees (project teams, task forces, etc), which have a specific charge, timeline, and membership, and can be appointed by the division or by sections.

This structure will allow for member groups to be as complex or simple as they need to be, based on the work that's already happening in the three divisions and their respective sections/communities of practice/interest groups.

### Core: Leadership, Infrastructure, Futures a division of the American Library Association

#### Article I. NAME

The name of this organization will be Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA).

#### Article II. MISSION

To cultivate and celebrate the collective expertise of library workers in core functions through community building, advocacy, and learning.

## Article III. MEMBERSHIP

### Section 1. Members.

Any ALA member may become a member of Core upon payment of dues.

### Section 2. Membership Types.

Core membership types are personal and organizational. The Board of Directors may establish additional membership types as needed.

### Section 3. Rights.

Every personal member of Core has the right to vote, to hold office, and to volunteer.

### Section 4. Dues.

The cost of annual dues will be determined by the Board of Directors.

### Section 5. Membership year.

The association's membership and fiscal year will be the same as that of ALA.

## Article IV. OFFICERS

### Section 1. Officers.

The officers of the association will be the President, President-Elect, and Past President.

### Section 2. Terms of office.

The officers will serve a one-year term in their respective offices. For the office of president, the officers will serve staggered three-year terms, moving through the roles of President-Elect, President, and Past President in sequence for one year per role.

### Section 3. Responsibility and authority.

The officers will perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

## Article V. BOARD OF DIRECTORS

### Section 1. Members.

The Board of Directors consists of the Officers, ALA Division Councilor, five Directors-at-Large, the chair of the Budget & Finance Committee, the chair of the Organization & Bylaws Committee, and the chair of the Advocacy Committee.

- a) ALA Division Councilor. The division councilor will be elected to a three-year term by the Core membership and will represent the division on the ALA Council.
- b) Directors-at-Large. Directors-at-Large will be elected to staggered three-year terms by the Core membership and are not eligible for re-election to consecutive terms.

- c) The chair of the Budget & Finance Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- d) The chair of the Organization & Bylaws Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- e) The chair of the Advocacy Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- f) The Executive Director will be an *ex officio* member, without vote, and is appointed by the ALA Executive Director in concurrence with the Board.

#### Section 2. Responsibility and Authority.

The Board of Directors will be the governing body of the association, will actively create and support its strategies, and will establish financial policies and be accountable for association assets.

#### Section 3. Meetings.

The Board of Directors will meet in conjunction with ALA conferences and at other times as determined by the President.

#### Section 4. Vacancies.

If the office of President becomes vacant, the President-Elect will become President completing that term of office prior to serving the following term as President. All other vacancies will be filled by interim appointments made by the President with the approval of the Board until the next election when the unexpired term(s) will be filled.

#### Section 5. Quorum.

A majority of the voting members of the Board will constitute a quorum.

### Article VI. SECTIONS

#### Section 1. Authorization and Dissolution.

The Board can create or dissolve sections as necessary, based on the interests of members.

#### Section 2. Purpose.

Sections exist to provide continuing education, information and networking around a broad area unique to the members it serves.

#### Section 3. Organization.

Each section will be managed by its own volunteer leadership team in accordance with policies and practices established by the Board.

## Article VII. INTEREST GROUPS

### Section 1. Authorization and Dissolution.

- a) Division Interest Groups. The Board can create or discontinue interest groups as necessary, based on the interests of members.
- b) Section Interest Groups. The leadership team of a section, in consultation with the Board, can create or discontinue interest groups as necessary, based on the interests of members.

### Section 2. Purpose.

Interest groups exist to provide continuing education, information and networking around a narrow topic unique to the members it serves.

### Section 3. Organization.

Interest groups will be managed by at least one member volunteer in accordance with policies and practices established by the Board.

## Article VIII. COMMITTEES & OTHER MEMBER GROUPS

### Section 1. Authorization and Dissolution.

- a) Division Committees. The committees of the Board will be Budget & Finance, Organization & Bylaws Committee, and Advocacy. The Board can establish other standing, ad hoc, interdivisional committees, and other member groups as needed to carry out the work of the division.
- b) Section Committees. The leadership team of a section, in consultation with the Board, can establish standing, ad hoc, and other member groups as needed to carry out the work of the section.

### Section 2. Appointments.

- a) Division Committees. The President-Elect will make appointments to division committees.
- b) Section Committees. The leadership team of a section will make appointments to its section committees.

### Section 3. Terms.

Terms and reappointments will be codified under the policies and procedures of the division and will vary based on the type of committee, member group, and work to be done.

## Article IX. NOMINATION AND ELECTIONS

### Section 1. Eligibility of Candidates.

Any candidate for office must be a personal member of the division.

## Section 2. Nominating Committee.

The President-Elect will appoint a committee to prepare a slate of candidates for each election. No member of the Board of Directors may serve as a member of the Nominating Committee. Members of the Nominating Committee will serve a one-year term and will not be eligible for immediate reappointment.

## Section 3. Nominations by Petition.

A candidate may be nominated by a petition signed by 40 personal members of the association and filed with the Executive Director before the ALA biographical form closes.

## Section 4. Elections.

Elections will be held in accordance with ALA bylaws and procedures.

# Article X. DIVISION ANNUAL MEETING

## Section 1. Annual Meeting.

An annual meeting may be called by the Board of Directors and held in conjunction with the ALA Annual Conference.

## Section 2. Special Meetings.

Special meetings may be called by the Board of Directors or upon the written request of 75 personal members of the division. At least 30 days notice will be given and only business specified in the meeting notice will be transacted. If a quorum is present, an affirmative vote of a simple majority of the voting members will be required to pass a motion. If a quorum is not present, a motion cannot be passed.

## Section 3. Quorum.

Seventy-five personal members will constitute a quorum at either the annual meeting or a special meeting.

# Article XI. VOTING

Votes of the membership or of the Board of Directors may be conducted via mail, electronically, virtually or in-person. A simple majority of personal members who cast votes is required for a vote to pass.

# Article XII. AMENDMENT OF BYLAWS.

## Section 1. Proposals.

Amendments to the bylaws may be proposed by the Board of Directors or by a petition signed by 75 or more members of the division.

#### Section 2. Board Action.

A proposed amendment to the bylaws will be voted upon by division members after it has been approved by a majority of the Board of Directors.

#### Section 3. Notice.

Notice of the amended text will be provided to members at least 30 days before consideration.

#### Section 4. Voting.

Votes to amend the bylaws will be conducted as per Article XI.

#### Section 5. Adoption.

Unless otherwise specified, a proposed amendment becomes effective when it has been approved.

#### Section 6. Editorial Changes.

The Board of Directors may make editorial changes to the bylaws that do not affect their substance and meaning. These changes will take effect upon such action.

### Article XIII. PARLIAMENTARY AUTHORITY.

The parliamentary authority used by the division will be the same as that used by ALA.

## VIII. Appendices

1. [Core Website](#)
  - a. [We Hear You/FAQ Page](#)
2. [Proposed Timeline](#) (PDF)
3. [Core Timeline Graphic](#)
4. [Recommended Actions for Key Activities](#) (PDF)
5. [Sections, Interest Groups, and Other Member Groups](#) (PDF)
6. [Core Technology Principles](#) (PDF)
7. [Current Member Benefits](#) (PDF)

## History

1. Reports of Past Core Working Groups
  - a. [2018 Activities Working Group Report](#) (PDF)
  - b. [2018 Financial Working Group Report](#) (PDF)
  - c. [ALA 10 Year Membership Report](#) (2009-2019)
  - d. [2018 Operations Working Group Report \[version 2\]](#)
  - e. [2018 Organizational Working Group Report](#) (PDF, includes governance, sections/communities, committees, interest groups, etc.)
  - f. [Projected Fiscal Year 2021 Budget](#) (PDF)
  - g. [Recommendations for 2020 National Forum](#) (PDF)
2. Background of work
  - a. [ALCTS LLAMA LITA Alignment Discussion on ALA Connect](#)
  - b. [ALCTS LLAMA LITA Alignment Discussion Working Document on ALA Connect](#)
  - c. Division Name
    - i. [Help us come up with a new division name! Discussion on ALA Connect](#)
    - ii. [What will this division be called? Discussion on ALA Connect](#)
  - d. Communications
    1. [ALCTS/LITA/LLAMA Member Survey Analysis](#)
    2. [2019 Draft Communications Plan](#)