

Operating Agreement Working Group Meeting Notes  
December 18, 2020

Attending: Clara Bohrer, Diane Chen, Sophia Sotilleo, Miranda Bennett, Andrew Pace, Peter Hepburn, Tammy Dillard Steels, Kara Malenfant, Kerry Ward, Denise Moritz, Marsha Burgess, Keith Brown, Raymond Garcia, John Lehner, Tracie Hall, and Maggie Farrell.

## Agenda

**Forward Together Fiscal Analysis Update** John Lehner, Chair  
John provided an overview of their charge comparing it to the ALA Council motion so they may need to clarify the charge in the near future. The timeframe for the Forward Together actions has shifted so that also should be considered. It is their hope to provide a report at Midwinter.

The cost of governance is not well documented and they need to do more analysis. Currently, they are working on the cost of Council and the Executive Board. They will look at the potential costs of six committees and four assemblies. They are also examining the cost of face-to-face meetings versus virtual meetings. They are looking at specific line items in an effort to cost out the SCOE recommendations. ACRL has tracked staff time and effort and this might be a good model for the entire association to link staff support with specific initiatives and programs.

**Pivot Plan and Operating Agreement** Tracie Hall, ALA Executive Director  
ED Hall reviewed questions that the WG posed during our meeting on December 4<sup>th</sup>. She provided a PowerPoint that specifically addressed the questions below:

- How will/should the Pivot Strategy impact the operating agreement?
- How can the operating agreement help the Pivot Strategy's goal of alignment?
- Should there be overhead on the planned three new streams of revenue?
  - Will overhead thwart the financial maturity of these emergent revenue streams?
  - How about other units or functions...?
- Should we rethink overhead for the whole association?
  - What if the operating agreement were eliminated or completely rethought?
- How do we create a structure that promotes innovation, exploration, and that keeps division incentivized to explore new opportunities?
- How do we create a culture shift to one ALA and what does that mean?
- How does the Pivot Strategy change the role of divisions, if at all?
- How do the divisions fit in the idea of "centralization" promoted by the Pivot Strategy?
  - What does centralization mean for division autonomy?
- How does the Pivot Strategy serve the entire field and not just ALA's members?

Attachment: Pivot Plan and Operating Agreement PPT

**Next Steps/Summary** Maggie Farrell

- Will work on our meeting schedule for the Spring
- Small Group work due date is February 15<sup>th</sup>
- Will catch up on the meeting notes and documents to post to the website:  
<https://operatingagreement.ala.org/>