on+y a recommendation for t!e ; embers!i$ &ffice and "ommittee to furt!er e-$+ore and test t!is mode+)

: %c!edu+e a regu+ar re1iew of t!e &$eraBng Agreement)

: A process and timeline for the above recommendations is to be determined in consultation with the divisions and the executive director."

Our Response

1) !e ALA &$erating Agreement 2$ages 23,3A5 defines ALA $o+icy re+ated to di1isions inc+uding go1ernance, standards and $rograms, and financia+ re+ations!i$s) The OA has not been fully reviewed for 30 years. We agree it is +ong $ast time to do so/ t!at regu+ar re1iews going forward are essentia+/ and t!at t!e re1iew $rocess re0uires trust to be successfu+) We a+so note t!at t!e +ast time t!e &A was a$$ro1ed e-tensi1e, regu+ar re1iews were written into $o+icy 2see ALA Po+icy ; anua+ A)4)3)4)4 Pur$ose, %co$e, ?m$+ementation, #e1iew Process, and Definitions5 but t!is !as not !a$$ened) Cow wi++ t!e current recommendation be different to ensure regu+ar re1iews occurD Any ma>or re1ision to t!e &A, as wit! c!anges to by+aws, wi++ !a1e ma>or im$acts on di1ision autonomy and function)

2) !e descri$tion of t!e re1iew $rocess, 8 !is re1iew may inc+ude but is not limited to a re1iew of by+aws, dues, and dues structures,9 is so 1ague t!at conscientious members wou+d !a1e no idea of w!at t!ey were 1oting to su$$ort in t!e %"&' recommendations) A c+ear time+ine, $rocess, and s$ecific sta*e!o+der grou$ must be de1e+o$ed and defined before di1ision members can act *now+edgeab+y) We recogni.e t!at %"&' is in t!e $rocess of c!arging an im$+ementation team to do a c+oser re1iew) !is wor* must be com$+eted before "ounci+ and members!i$ 1otes ta*e $+ace and ALA(s new '-ecuti1e Director s!ou+d !a1e t!e o$$ortunity to weig25997(c)-1.72555(+)0.(e)-2.95867(d)1(c)-1.

%ince ALA wi++ !a1e a new '-ecuti1e Director in $+ace soon, time s!ou+d be a++owed for t!e 'D to re1iew, assess, and identify w!at c!anges s6!e wou+d su$$ort to t!e &$erating Agreement and by+aws in consu+tation wit! di1ision staff and member +eaders) Inti+ t!en, and unti+ we !a1e t!e anci++ary draft documents t!at s!ow more s$ecifica++y !ow t!e recommendations wou+d be im$+emented for di1isions, as we++ as a better understanding of ALA(s financia+ $icture, we cannot ta*e a $osition on %"&'(s recommendations) We rea+i.e muc! of t!is goes beyond %"&'(s sco$e and be+ie1e t!at senior ALA +eaders and staff can, and s!ou+d, begin to address t!is missing materia+ immediate+y and trans$arent+y) ALA finances must be inc+uded in t!e conte-t of t!ese discussions) We need a c+ear understanding of t!e financia+ im$+ications and t!e financia+ sustainabi+ity of t!e new mode+ as we++ as a c+ear understanding of t!e ro+e of di1isions wit!in ALA)

We again want to ta*e t!is o$$ortunity to t!an* you for your !ard wor*, $assion, and 1ision for a new ALA) We +oo* forward to wor*ing wit! you to draft t!e new aut!ori.ing documents for ALA)

#es$ectfu++y,

A"#L Board, Jaren ; unro, President

PLA Board, #amiro %a+a.ar, President

"c7 Lessa Pe+ayo,Lo.ada, "!air, %"&'

; ary '++en Da1is, A"#L '-ecuti1e Director

Barb ; aci*as, PLA '-ecuti1e Director

; ary K!i*as, ALA '-ecuti1e Director