



ART LIBRARIES SOCIETY OF NORTH AMERICA

ARLIS/NA
Assessment Task Force

Report and
Recommendations

December 2006

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ARLIS/NA Assessment Task Force Recommendations

December 2006

Charge

The Task Force is charged to look at the necessary functions of the society, and to develop a structure for ARLIS/NA that meets the needs of the functions. The Task Force is to look at the structure of the Board, the Divisions, Sections, Round Tables, and Committees. The Task Force will gather input from Society members to inform its process. The Task Force will provide a draft restructuring plan to the Board for consideration and discussion.

Process (updated from the Interim Report)

The Task Force used several means of gathering information from the membership on the functions and structure of ARLIS/NA: focus groups, interviews with current and previous Board members, and a survey of the membership.

Focus Groups: The Task Force began its work at the ARLIS/NA annual conference in Banff, Alberta in May 2006. Our first meeting was spent devising questions for the two focus groups that were held during the conference on May 7 and May 8. Each focus group had six participants. The questions and summaries are in Appendix A.

Comparison to Similar Organizations: We have done a comparison of ARLIS/NA to the Visual Resources Association, the Music Library Association, the Museum Computer Network, and the Association of College and Research Libraries. (See separate Excel file, Appendix H.)

Board Interviews: From mid-June through August members of the Task Force interviewed members of the current and previous three ARLIS/NA Executive Boards. Each Board member was asked the same set of questions. Confidentiality was maintained. The questions and summaries are in Appendix B.

Membership Survey: In July, the Task Force began devising a survey of the membership to ascertain their thoughts about the current structure of the Society and what they need from the Society professionally. We piloted the survey instrument with about a dozen Society members in mid-July. The resulting questionnaire (Appendix D) was posted to Survey Monkey by Headquarters staff and sent to the 881 Society members with email addresses on July 24. Approximately 16 of those addresses were non-functional, leaving 865 potential respondents. Of those, we received responses from 371 members, or 43%, by the end of the survey period on August 4. The response rate for the survey was very good. Overall numerical results are in Appendix C. Charts and graphs delineating results by age are included. We consider the age-related data to be critical, as our Society must be ready for new leadership in the near future and it must be able to attract and keep younger members.

The Task Force posted the numerical survey results on the ARLIS/NA members-only website in August. We also sent a message to ARLIS-L summarizing progress thus far and pointing them to the site. We believe it is critical to communicate with the membership as we proceed so that they will not be surprised by the recommended changes.

There were a number of open-ended questions and we expected these to be difficult to analyze. We did not expect the outpouring of text responses: 55 pages worth. ARLIS/NA members were quite expansive in expressing their opinions. The Task Force has taken additional time to analyze this data in detail using NVIVO software. The results were instructive and contributed to the recommendations of this report. Since the results were so voluminous, they are not included in the report. However, we are happy to provide Board members with the comments on particular topics if they wish to see them.

Introduction

The vision of the Society expressed in its guiding document, the *ARLIS/NA Strategic Plan 2006-2009*, informs the recommendations of the Task Force:

“ARLIS/NA's vision is to be the leading organization in the arts information field. We will serve as a catalyst in the development of services and resources, while harnessing the values and traditions in the field that are relevant to the changes that emerge in the field over time. The Society will address the needs of art library and information professionals and support the advancement of the profession, pursuing partnerships with other professional organizations, higher education organizations, and international forums. ARLIS/NA will continue to foster an inclusive Society, with a collaborative infrastructure, that is welcoming to all members of society and promotes a multiplicity of viewpoints and perspectives.”

The Society is fortunate to have a membership of professionals who serve and participate. Long-time members provide continuity and depth, while new members bring fresh perspectives and new energy as we build for our future. Yet, service and participation in the Society for all members is often hampered by the existing organizational structure and ineffective communication, and there is too much dependence on the annual conference to provide opportunities for the vision and operations of the Society to be achieved.

The recommendations of the ARLIS/NA Assessment Task Force endeavor to respond to the needs and desires of the Society, as expressed by the membership, for organizational effectiveness to sustain the Society's viability and vitality. The recommendations offered are aligned with the Goals and Objectives of the Strategic Plan. The Task Force recommendations address: executive board structure, roles and responsibilities; affinity groups within the Society and how to improve and support the function they can serve in member networking, learning from colleagues, professional development, recruitment, and mentoring; committees which serve ongoing operations of the Society and those which primarily address special issues; users groups; and liaison relationships to outside organizations.

Divisions, Sections, Round Tables, Discussion Groups

Discussion

Divisions, Sections, and Round Tables (DSRTs) have a long history in ARLIS/NA. All but two of our seven divisions and sections date to 1975, when they were called Type of Library (TOLs) and Special Interest Groups (SIGs)—and those two were originally a SIG and a TOL. While their purpose is ostensibly to foster communication among the membership about specific issues and to provide a forum for discussion and mutual problem-solving, neither the bylaws nor the policy manual gives these groups a purpose beyond a charge to “conduct activities for the general improvement of resources, services, and awareness within these groupings.” Round Tables are to “serve as a focus for discussion and informal exchange of information within these groupings.” Discussion Groups have no official sanction in either of these governing documents and seem to have arisen spontaneously over the last several years. Perhaps they are trying to function as a Round Table without the bureaucracy.

In the survey of the ARLIS/NA membership, none of the DSRTs and Discussion Groups garnered an overall rating above 3.8 on a scale of 1-5 (5 being the highest rating). There was a bit of strength among those aged 60 and above (7 out of the 34 groups were rated above 3.8 by 60+ year olds) as well as those between 20 and 29. However, the extremely low number of those responding in the youngest category invalidates those responses; a high percentage of this group also answered “don’t know/no opinion.” Lowering the bar to 3.5 does not significantly improve the outcome. Among the largest category of respondents (those aged 50-59) there are only three groups that were rated at 3.5 and above. Clearly, there is only marginal support of these groups by the majority of the membership.

Some of these groups have been effective while others have not. Some groups seem to be floundering and seem to be hanging on through historical force only. There is no way to know who really “belongs” to one of these groups. Support from headquarters for identifying those who are interested in participating has been limited. Sharing ideas across groups is hampered because group meetings are held simultaneously at conferences and because there is no system for communicating between conferences. In addition, libraries have changed substantially in the past 10-20 years so that many of the issues by which we are now challenged are not confined to specific types of libraries. Our interest groups will serve us better if they respond to and reflect the cross-disciplinary and cross-institutional nature of our challenges.

Analysis of the survey comments about these groups shows a consistent pattern of:

- Perceived lack of a purpose—other than the erroneous idea that groups are supposed to propose sessions for the next conference.
- Lack of an agenda for meetings.
- A sense of exclusivity hindering participation by many.
- Perceived lack of progress between conferences or of accomplishment overall.
- Difficulty in communicating between conferences.
- Confusion as to the hierarchical structure of these groups and the distinctions among them.
- Difficulty finding leaders to serve as moderators.
- Difficulty of attending concurrently scheduled meetings.

On the other hand, there was consistent recognition of the potential value of some of these groups and the desire for connection to members with similar interests and issues:

- Groups offer high relevance to professional needs.

- Groups provide an excellent way to meet members with shared interests.
- There is potential for effective and meaningful accomplishments by bringing together members in this way.

Supporting these functions of the interest groups, the highest results for the survey question on the perceived benefits of ARLIS/NA were:

- Learning from colleagues: 91.4%
- Networking: 87.5%

The responses to these were consistently above 80% across all age groups. All other benefits were rated at 75% or less by all age groups. Our members consider these to be our most important functions and, to a large extent, it is the interest groups that provide the forum and framework for that professional interchange and sharing. Looking outward, with an energized mission and a renewed focus, there is also potential for these interest groups to become voices for our profession.

Looking at other similar organizations (VRA, MLA, MCN) none of them have the kinds of highly structured groups that ARLIS/NA has. MLA¹ and MCN² have topical interest groups, the purpose of which is to foster discussion of issues; they are much more fluid and, unlike ARLIS/NA, are not included in their bylaws. ARLIS/NA seems to be modeled more on ALA which has over 55,000 members, with 11 divisions, and numerous discussion and special interest groups. For a group the size (1,100) and focus of ARLIS/NA, having 25 formal interest groups seems excessive.

ARLIS/NA needs to be more nimble and able to respond to “hot topics” and to the needs of our younger members. We need to continue to provide leadership opportunities for our members, but we also need to provide them with the tools to be effective: goals, communication paths, support. We must take advantage of the technology available to foster that communication. We need to encourage forward thinking, and enable our members to be fully involved in ARLIS/NA and be advocates for our profession in the communities we serve.

Recommendations

Based on what the membership has told us in the survey and focus groups, we recommend that the stated needs for learning from colleagues and for networking be accommodated in a way other than through a highly structured format like the DSRTs. We recommend that:

- The current DSRT groups be removed from the bylaws and policy manual (some means to retain the historical record should be devised) and replaced with an option to form informal “Interest Groups” as desired.
- Those groups wishing to continue be reconstituted informally as “Interest Groups.”

¹ MLA: Roundtables and interest groups are assemblies of members of the Association that convene at the Association's annual meeting to exchange ideas on topics not specifically addressed by the committees of the Association. Round Tables are led by a Coordinator appointed by the President in consultation with the Board and other parties as appropriate. Other groups, such as the system user groups, may be formed on an ad hoc basis and have volunteer coordinators. Normally there are no other officers and no specified membership.

² MCN members may join MCN Special Interest Groups (SIGs), which represent topical interests and regional areas. There is no limit on the number of SIGs one may join, although they request that MCN members only join the regional SIG that represents their area. There are no fees to join topical SIGs; some regional SIGs assess minimal dues to cover local expenses.

- Groups be allowed to arise spontaneously, designating leadership in any manner they choose. They should, however be required to post notice of their existence on ARLIS-L and the ARLIS/NA website so that others may participate.
- Groups be freed of reporting to the Board unless they have an issue needing Board attention or wish to provide feedback and advice to the Board.
- Limited space be provided for self-scheduled meetings at conferences; groups can also be encouraged to meet in other venues or in other ways (e.g., blogs).
- Additional server space be provided to accommodate technology for groups to communicate in whichever manner works best for that group.
- More opportunities be provided for communication: use updated technology (freeware) between conferences as well as at conferences.
- Opportunities be provided for the Interest Groups to report their discussions to the entire membership; *News and Features* would be a way to share news and activities.
- Groups may propose projects to the Board and request funding for those projects through the Special Funding process.
- A Board member (Vice President/President Elect) serve as liaison to these groups, transmitting information between the groups and the Board.

Transition

We realize that this proposal to eliminate the existing structure of these groups will be perceived by some as drastic. On the other hand, the comments from the focus groups, interviews, and survey all pointed to the need for change in this area. We also believe that the only way to ensure the relevance of these groups to the membership is to have them come from the membership. We think that it will be important to emphasize and communicate the value in moving to an interest-based group organization. The Task Force believes this new model of a flat structure filled with self-determined interest groups will be better than our current structure because:

- Something has to happen.
- Groups will continue but will not be as structured.
- A flatter structure will mitigate barriers to participation.
- A more effective use of meeting time will allow groups to focus on issues and goals rather than maintaining the structure. Effort can be put into projects instead.
- Official standing will no longer be required, reducing red tape.
- Because participation is self-determined, one's presence indicates a willingness to participate actively.
- A flattened and streamlined, more organic, structure will enable us to change with the times and topics that arise.
- Groups can redefine their goals and decide what to do in the future. Activities may include planning workshops, considering conference activities (lunchtime roundtable discussions) or sessions, planning communications that inform their work and help others in similar situations. Communications may be interactive (blog), internal (within ARLIS/NA membership) or external (white papers to post to ARLIS/NA website, articles for publication, professional development or training activities, etc.).

We recognize that there may be dismay or anxiety among some members in response to this proposal. There may be uncertainty about how it will work (in fact, fear that it will diminish the ability to connect and work together as a group). They may hesitate because involvement in these interest-based groups is completely up to the member; s/he must

take the initiative to be involved. There will be less structure and some are uncomfortable with less structure. Change is always difficult.

Because this piece of the restructuring involves potentially every member, the communication about the change and the level of involvement by the members in the transition should be high. We expect the groups to begin discussing this online (ARLIS-L, blog, etc.) as soon as possible and also at their Spring Chapter meetings. It should be emphasized that the proposed changes are intended to provide a more fluid, dynamic structure and to allow more effective communication. The changes are not intended to stifle any particular group and ALL groups will be encouraged to take this opportunity to rejuvenate their purpose and mission. We recommend that all groups talk about this at the Atlanta conference. Task Force members will go to the meetings, as needed, to inform groups and to hear their concerns. After listening to the membership, the Board should decide quickly on what action to take. If the proposal, or a revision, is accepted, the Bylaws and Policy Manual would need to be revised and changes to the Bylaws voted on by the ARLIS/NA membership.

We propose these steps to move the groups forward:

- Current groups should meet electronically and/or at the 2007 Atlanta conference to discuss the concept of Interest Groups.
- If they agree with the concept, they should begin discussing:
 - Whether they will remain a group.
 - If yes, who will schedule meeting space in 2008?
 - If yes, who will create the agenda and lead the meeting?
 - How will they communicate with each other and other interested ARLIS members?
 - Do they have a project or conference session they want to pursue?
 - Who will propose the project to the Board?
 - Who will work on the project?
 - What is the project deadline?
- At Atlanta or the 2008 conference, sponsor a mixer event where members can see what groups are forming and learn how they can become involved.

Executive Board

Discussion

Survey responses to the question of whether the Board structure meets the Society's needs were generally positive. The quantitative data indicates that most age groups agree 75%-85% that the Board structure meets the needs of the Society. A somewhat different story emerges from the qualitative data from the focus groups, survey comments, and Board interviews. Since there was an approximately 20% negative response to the question overall, the Task Force took a closer look at the qualitative data. Many respondents, particularly previous Board members, offered alternatives to the current structure—alternatives that they thought would make better use of the Board members we currently have.

The Board consists of two parts: the elected officers, or Executive Committee (President, President-elect, Past President, Treasurer, and Secretary), and the Regional Representatives. Regional Representatives were established at the outset to ensure geographic parity on the Board at a time when communication was accomplished in

person at the conference, over the phone, or through the mail. With various inexpensive and quick means of electronic communication now available, in person visits and representation by region is no longer as necessary as it once might have been. In addition, the qualitative data indicate that the membership is no longer sure what these positions do. It is not necessary, or always possible, for representatives to attend chapter meetings in order to carry messages between the Board and the chapters.

In addition, all of the Board positions have, over time, taken on responsibility for liaising with various committees of the Society. These responsibilities are not in the Bylaws (Articles V and VI) but are delineated in the Policy Manual (Sections C-7, C-10, and G-3). The liaison functions of the Board members would benefit from being more direct; that is, the committees could *report* to the Board member rather than to the President with communication through a Board member. Currently, Board liaisons are assigned by the President-Elect and all committees report to the President. If there were functional Board positions responsible for committees in their functional areas, those officers would know directly the work of the units that report to them; and they should have a native interest in the activities of their groups if they choose to run for particular functional offices. The current loose connection of the Board members to their committees would become more meaningful and the President would be relieved of much oversight.

Recommendations

- Convert the five regional representative positions to functional positions:
 - Chapters Coordinator
 - Development/Marketing
 - Education
 - Communication (including oversight of technology needs)
 - Conference Planning
 - These positions could be incorporated into the Bylaws in a flexible manner so that they can be changed by the Board as Society needs change. That is, the Bylaws should specify only that there will be five functional board officers with committees reporting to them; it should not name each officer or functional area.
 - See Appendix G for a possible configuration of officer duties under this scenario.
- Remove manual recording of the minutes from the Secretary's tasks. The Headquarters Administrator or other functionary could transcribe the meeting tapes, or a member of the local chapter could take notes during the meeting. The Secretary could work with the Administrator or chapter member to edit and distribute the minutes in appropriate venues, but would no longer actually write them. This would allow the Secretary to participate in Board deliberations.
- Charge the Secretary's position to include responsibility for the Membership Committee and for working with the management firm's Administrator regarding membership issues.
- Charge the Nominating Committee to compile a list of potential functional officers as they currently do regional representatives; they will need to look for operational skills rather than geographic diversity. Officers would be elected from this slate.
- Charge the Nominating Committee with ensuring that at least ONE member of the Board will be from Canada. This would mean that every other year at least one new officer should be from Canada in order to constantly maintain a Canadian Board officer.
- Institute a Chapters Council, consisting of chapter officers, of which the Chapters Coordinator would be chair. The Chapters Coordinator would also be responsible for the Chapters listserv and any other means of communication among chapters and with

the Board; for coordinating and setting the agenda for meetings of the Council; for orienting the Council to ARLIS/NA policies and procedures.

Transition

Discussion of these concepts should take place on ALRIS-L and at the Atlanta conference. If approved by the Board, the Bylaws and Policy Manual would need to be revised and changes to the Bylaws voted on by the ARLIS/NA membership.

The regional representative positions could turn over as individuals depart the Board, unless individual representatives prefer to convert to a functional leadership position at the beginning of their term.

The Secretary position can be revised without an immediate membership vote by appointing the Secretary as liaison to the Membership Committee and determining another way to record minutes other than by manually taking notes.

Committees

Discussion

ARLIS/NA seems to have two types of committees: operational and special issues. Operational committees are those essential for the governance and functioning of ARLIS/NA, the ones that enact procedures that ensure the proper performance of the Society. These committees were highly supported by the membership in the survey.

The special issue committees are those that at some point were established by the Board to accomplish a particular goal, but they do not contribute to the management or day-to-day operations of the Society, though they support its mission and goals. Several of these committees are supported by the survey results. All are rated above 3.8 by those 60 years and older. The Cataloging Advisory and Standards committees are rated above 3.8 by all age groups. Professional Development is rated highly by those in their 30s and 50s. Diversity, International Relations, and Public Policy are rated at 3.8 and above only by those 60 and over.

Recommendations

Based on the membership's feedback, we recommend that:

- The Conference Planning, Finance, Development, Publications, Membership, and Professional Development committees all report directly to a corresponding Board officer.
 - Professional Development can be broadened to carry out the recommendations of the Education Task Force. It should remain a standing committee in order to fulfill the memberships' stated desire for the benefits of learning from colleagues and educational opportunities. The Summer Educational Institute could be a sub-group of this committee or report directly to the Education Officer.
- The Board continue to appoint special task forces to carry out finite tasks; an end point should be specified in each charge.

- The Board appoint advisory committees as needed that would be “on call” to advise the Board on specific topics as issues arise—to take the temperature of the membership.
- The Board ensure that committees have the resources to communicate their actions to the membership, perhaps through brief quarterly reports to *News and Features*, their own page on the ARLIS/NA website, emails to the listserv, blogs, or a combination of these and other means.
- Board officers should appoint the chairs of committees reporting to them and should closely monitor and work with the committees for which they are responsible.
 - Chapters Coordinator: Chapters Council.
 - Development/Marketing: Development Committee.
 - Education: Professional Development, SEI.
 - Communication: Publications Committee, including all editors, the ARLIS-L moderator, and Website editor.
 - Conference Planning: Conference Planning Advisory Committee.
 - Past President: Cataloging Advisory should be maintained as a standing committee; its charge is already clear and strong, and members feel that it accomplishes its goals. Standards should be maintained as a standing committee; its charge should be clarified and strengthened.
 - Secretary: Membership Committee.
 - Treasurer: Finance Committee (chair is automatically the immediate past treasurer).
 - President: Awards Committee (subcommittees would continue to report to the umbrella awards chair), Nominating Committee.
- Diversity become an Interest Group, which would allow it to continue to provide advice to the Board concerning initiatives related to diversity issues.
- International Relations and Public Policy either be disbanded or be reconstituted as advisory committees intended to provide advice to the Board on issues as requested or to express the sense of the membership as needed.
- All committees should be reviewed periodically for overlap and effectiveness.

Liaisons to Outside Organizations

Discussion

In the survey responses, there was confusion about the purpose and function of liaisons to other organizations. Currently, some liaisons put together sessions at other conferences, such as the College Art Association, that publicize the work of ARLIS/NA, but the work of these larger groups is not brought back to our membership. Some of these liaisons correspond to organizations to which ARLIS/NA is not affiliated. Questions arose about the relationship of liaisons to affiliations. Article XIV, section 4 states that the “President may appoint a member or members of the Society to represent the Society or to serve as liaison to another organization.” Nowhere in the Bylaws are liaisons assigned defined duties and purpose. Two different types of affiliations seem to exist, those that offer benefits to the members of ARLIS/NA (e.g., member rates for conference fees) and those that do not.

Recommendations

- The Board needs to ascertain the role and function of the liaisons, what they mean to the Society and what their tasks should be. In tandem with this, the Board needs to define the relation of liaisons to affiliated societies.
- Each liaison position should be reconsidered and re-justified.
- Determine a charge and expected outcomes for the positions that remain and post these duties on the website.
- Determine how these liaisons should communicate with the membership, perhaps via space on the ARLIS/NA website and/or through *News and Features*.
- If there are not fiscal benefits with affiliations, there should be content benefits brought to the membership by the liaisons.
- If liaisons are to remain a part of the organization, they should become part of the Bylaws and Policy Manual.

User Groups

Discussion

User groups address a particular software or database product. Partially due to the rise in open-source products, two different types of user groups have emerged: communities that support open source product use and development, and meetings organized by vendors. The vendor groups sometimes are limited to invitees only and may be held in a vendor-provided space.

User groups are not part of the formal ARLIS/NA organizational structure, yet they take time, space, and thus money, at our conferences. These meetings are of great value to the membership, however. The survey responses indicate that there is support (3.8 and above) for these groups among those over 60 or under 40; and even the 40 and 50 age range shows a marginal degree of support (+3.5). The survey comments indicate that members find these meetings very useful, but wish the vendor groups were not closed. They are not a part of the ARLIS/NA structure, but are valuable for what attendees can learn from each other about using the products. As such, members would like to retain them in the same vein as the Interest Groups, to be allowed to coalesce and disband as needed. For the open source product groups such as MDID and Dspace, this model more closely follows the spirit of the open source movement.

Recommendations

- User Group Meetings should not conflict with conference sessions and all-conference events.
- ARLIS/NA should continue to provide self-scheduled meeting space for those groups that are not sponsored by vendors, particularly for open source products.
- Membership groups can be offered communication technologies through headquarters; vendor groups should provide their own technologies and communication paths.
- Vendor sponsored meetings should continue to be listed in the conference program, but vendors should provide the meeting space, or alternatively, ARLIS/NA might consider providing vendor meeting space in return for conference sponsorship.

Conclusion

As a Society, ARLIS/NA must realign itself to meet its current and future goals to serve its members and the profession. In so doing, we may reinvent ourselves, in the best sense of the word. ARLIS/NA members have shown their willingness to participate in the important process of examining our organization. We anticipate they will be equally attentive to the issues and impact of the proposed organizational changes identified through the work of their colleagues on the Task Force.

To assist members in this process, we suggest broad communication of these proposals and many opportunities for member input:

- Post proposal for changes in late Jan/early Feb on ARLIS-L and the website.
- Create a blog for discussion and/or use ARLIS-L to encourage communication and dialog.
- At spring chapter meetings, discuss proposed changes and contribute discussion notes to ARLIS-L, the website, blog, etc.
- At the Atlanta conference, sponsor a forum, possibly at the general membership meeting, to discuss the proposals.
- Revise the proposals per the input of the membership.
- Vote on the revised proposals at the post-conference Board meeting.
- If the changes are endorsed by the Board, revise and vote on Bylaws changes; revise the Policy Manual accordingly.
- By the 2008 conference or sooner, have communication technologies in place.
- By the 2008 conference, have more self-scheduling in place (based on current model), replacing assigned meeting rooms.

We understand that the proposed changes will require a major overhaul of the ARLIS/NA Constitution and Bylaws and of the Policy Manual. We think it will be worth the effort.

Submitted by the ARLIS/NA Assessment Task Force:

Sarah Falls
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December 21, 2006

APPENDIX A

Focus Group Responses

ARLIS/NA Assessment Task Force Focus Groups
 Banff, Alberta
 Sunday, May 7, 2006, Recorder-Kathleen List
 Monday, May 8, 2006, Recorder-Sarah Falls
 Facilitator: Lynda White

Warm-up Question: What are some of the best things about ARLIS/NA?

By far, lifelong friendships made and networking with colleagues are the things participants liked most about ARLIS/NA whether it is at the national or chapter level. They like being able to learn from colleagues and to share ideas of mutual interest. They think mentoring new professionals is important. ARLIS/NA is what allows them to keep current with the field.

1: Thinking broadly, what needs should the society fulfill for the members and the profession?

Both groups emphasized that the primary role of the society is to aid the members' professional development. Providing mentoring opportunities, sponsoring workshops and classes (e.g., SEI), supporting publications, and enabling networking among the society's members were the main methods the participants mentioned. Members further emphasized that these initiatives should not just be during the annual conference, but must continue throughout the year and be available for all members (not just conference attendees).

2: What functions should the society perform?

Mentoring, education, and outreach for the membership were strong replies to this question. The Chapters were seen as a strong part of the organization, and strengthening communication with them and their activities would help this goal, as would examining the regional reps as communication links. There were calls to strengthen information on the website, to make the policy manual more readily available (i.e. searchable) and to reach outside the organization to promote diversity initiatives. As we bring in new members, there need to be ways to involve them in the organization and provide them with opportunities for service. The dubious purpose and life spans of DSRTs and committees were also mentioned.

3: The society's current structure provides a number of participation and service opportunities. Among those, which have the most value for you and why and which the least? Similarly, which have the most value for the society as a whole and why, and which the least?

Committee work is valued for those pursuing promotion and tenure, and because they have real business to do. But participants had difficulty differentiating among DSRTs and discussion groups. They do not understand the purposes of the groups and find that they get bogged down in trying to identify leaders. There is little time left to deal with issues or content; they are overspecialized; there are too many of them; they are difficult for new

members to break into; there is not enough information about them on the web; there is not enough advance notice *on the web* about conference meeting agendas.

4: Currently we have divisions, round tables, sections, and discussion groups. Do they meet your needs?

There was general agreement that there are too many groups, that they are not effective, that moderators are difficult to recruit. It was felt there is overlap among the groups in addition to a splintering of issues that does not parallel our jobs. Consolidation of discussion groups under sections or divisions was suggested, with breakout groups for discussion of specific topics at meetings of umbrella groups. There was concern about not knowing what the current groups do, and about them not functioning between conferences or having a web presence. It was apparent that some resource/structure is needed to accommodate all the issues that arise, but it was felt that meetings are not necessarily the way to do that. We are not making the best use of our website; there should be a better way for members to share resources online. There should also be a better effort made to welcome new members and let them know how ARLIS/NA works.

5: Do you feel that committees address the current needs of the society?

There was not as much doubt expressed about the value of the current ARLIS/NA committees. In particular the work of the Professional Development, Public Policy, Cataloging Advisory, Travel Awards, Diversity, and Publications committees were cited as meeting the needs of the Society.

6: The facilitator opened the floor to questions from the focus group to the Assessment Task Force.

There was concern about how decisions will be made about restructuring. It was suggested that we have an open forum at the Atlanta Conference similar to the one for Strategic Planning. As long as opportunities are provided to discuss what the membership wants, paring down our structure may be OK.

APPENDIX B

Board Interview Responses:

1: If you could make changes to the composition of the ARLIS/NA Board, what would you recommend?

Many current and former Board members feel the Board structure is OK as it is. Others raise questions about these areas:

Secretary—cannot take minutes and participate in discussion simultaneously; let headquarters staff take notes and convert this position to something more functional.

Past President—is this position still needed? What does this position do other than provide organizational memory?

Regional reps—this is a polarizing issue. There are strong feelings for both keeping and converting the regional reps.

Suggestions for other Board positions: education, marketing/development, PR/development, conference manager, chapter coordinator, communication, finance/development, publications, planning/assessment, development.

It was also felt that we need to take a serious look at defining the tasks for each position and redistributing these more equitably. Some Board positions seem to have fewer functional responsibilities; others have too many. In addition, it is felt that the headquarters is not doing all it can to support the Board. There are also issues with communication and Board training.

2: How does the role or roles you hold or have held on the Board contribute to the workings of ARLIS/NA?

The position most referred to was that of regional representative. Many felt that the regional reps play a vital and critical role in ARLIS/NA, particularly in terms of communication between the chapters and the Board. Some felt that their role as liaison to the chapters should be emphasized even more, though there was one respondent who felt the chapter liaison role was primarily a social call and not worth the effort/resources. The expense of attending meetings was brought up and it was suggested that the liaison could attend the meetings virtually rather than physically: communication could be maintained, but without the expense.

The members' role as committee liaisons was also mentioned. One respondent offered that it works best when the committees have clear tasks and goals ahead of them (in other words, the liaison has something to track and report in those cases).

Only a couple of the interviewees spoke of officer positions. The general theme was that there was too much administrative or day-to-day work for the Board and that much of that work should be picked up by the management firm thus freeing up the Board officers to tackle more meaningful projects.

3: Are there things that you feel the Board could be doing that it is not? Alternately, are there things that the does that should be delegated to division/sections/committees?

Many voiced that the Board has too much to do and could delegate more either to the management firm or to DSRTs. Beyond the over-commitment of the Board, the

respondents cited increased, regular communication as one of the main areas to address. Should ARLIS/NA consider having a communications officer on the Board? Virtual communication options should be explored for meetings and other regular communication.

The other main area of attention suggested by several respondents was the need to focus on the vision of the society and strategic goals. The Board is where the big picture should be explored (but communication with membership is crucial throughout so that there is no feeling that the Board is acting without membership input).

There were several responses referring to the relationship of the Board to the DSRTs and committees, and to chapters. One respondent noted that in the past couple of years (happily) there has been an increased attention to defining Board role vs. committee role. Another suggested that the focus be more chapter-oriented. In general, there needs to be improved coordination of activities among society's groups (e.g., respondent suggested that VP is stretched too thin learning to be president to be the liaison for all DSRTs – that role should go to past-president).

4: What existing ARLIS/NA structures allow/allowed you to contribute most effectively to the Society?

Respondents cited various experiences as valuable, such as chairing committees and chapters, working on groups and round tables, publications, and serving on the Board, but quickly moved into a discussion of the shortcomings of the groups. They felt there were too many overspecialized groups. They discussed a concern over lack of entry points for new members and suggested ways to attract new membership. They questioned the relevance of specific groups, of their missions, productivity, and structures. For one division, crucial conference meeting time was devoted to finding new leaders--seemingly directly related to the lack of communication to new potential members. Committees and task forces, however, seem the most focused and seem to accomplish the most, leading to a greater feeling that they contributed something to the Society by serving on them.

5: Do you have any specific suggestions for improving the structure of ARLIS/NA?

Opinions ranged from: Structure is fine; we need to work on procedures and productivity, to: Why do these groups need to be formalized? Many think that DSRTs are not productive and don't seem to have a purpose; other similar groups are arising spontaneously. They are meeting an immediate need and should be flexible in order to change with current trends. On the other hand, we need to be very careful about eliminating groups. The Board needs to communicate with membership *before* decisions are made. Also, the organization is heavily weighted toward older members who don't want to give up what they know best.

The Board nominating process discourages less active members from stepping forward. We need better mentoring and a way for new members to get on a committee.

Is there duplication of effort among committees? Discussion groups and roundtables could be collapsed. Divisions and sections seem outdated to some. They are simply different names for Type of Library and Special Interest Group. They are perpetuating divisiveness and cloud the considerable overlap among these groups. There were suggestions to reorganize along Society function lines: education/professional development,

development/finance, communication, etc., or along library function lines: collection development, cataloging, reference/instruction, management, etc. One way to keep groups from proliferating is to use more task forces than committees, since they are disbanded when the task is done. Making better use of technology could also make communication more effective and increase productivity. There were wide-ranging but very meaty answers to this question.

6: Some of our members confess confusion at the number and types of groups available in ARLIS/NA. How do you think we can make ARLIS/NA more user-friendly for our members?

Almost all felt that the DSRTs need to be restructured, to facilitate better communication and provide better access to members, new and veteran. A range of suggestions were made, from distilling all the smaller groups to Discussion groups, to how the smaller groups should handle conference meetings. Some Board members felt that the structure should stand as it is, with others advocating a stronger, yet simpler structure, one that is effectively communicated to the membership through the website and through chapters, and that encourages new membership. One member expressed her own confusion on the structure. There was concern that the existence of current groups is an expression of the membership and about what to do with them; but there was also concern about what they are supposed to be doing.

7: Does there need to be more or different participation by the membership in the activities of ARLIS/NA? If so, in what ways do you think the Board can encourage such?

We need to use technology to reach out to those who cannot attend conferences beyond providing proceedings on the web. We need educational initiatives and to involve the chapters more in these kinds of initiatives. We need to figure out new ways to encourage different members to participate in the work of the organization and to increase communication between the Board and the membership.

Other:

ARLIS/NA is the most important professional organization they belong to, but they are worried that: there is no continuity or action between conferences and that ARLIS/NA has not kept pace with either technological or generational change. ARLIS/NA needs to know what its members think of the conference programming, publications, benefits, etc. (needs an assessment program). We need to make sure ARLIS/NA is valuable to our members, especially our younger members.

APPENDIX C

ARLIS/NA Assessment Survey Quantitative Results

It was interesting that of the DSRT type groups, only the chapters rated above 3.8, the point above which a rating can be considered satisfactory. This seems to correlate with the data from the focus groups and Board interviews that many are puzzled as to what these groups actually do—and to the responses about the importance of chapters. It will be interesting to see whether this holds for the survey text responses about DSRTs. A third of respondents think that this part of our structure is not meeting our needs.

Committees fared much better than member groups. All rated above 3.8 except Diversity, International Relations, and Public Policy. There were suggestions elsewhere that these committees could become discussion groups. CPAC and SEI were particularly strong; the conference and other educational issues seem to be top priorities for respondents.

Twenty percent of respondents think that the Board structure is no longer meeting our needs. If it were 2%, there would be no cause for concern, but a fifth of respondents see a need for change in this area. Analysis of the text data, along with the focus group and interview data, should give us some idea of which areas of the Board are perceived to need changing and how.

The highest levels of participation in the Society are for reading ARLIS-L, attending national conferences, and chapter involvement. The level of involvement in leadership positions seems to defy the expressed perception ARLIS/NA is run by a small clique: 36% have been DSRT and committee chairs, 46% have been chapter officers. However, it was possible for respondents to check off all the options for that question meaning that one person can report being leader of several types of groups. Still, 36% and above seems a high level for active, as opposed to passive, participation. It is likely that those who are the most involved are also the most likely to fill in the survey.

By far, having too little time is the major hindrance to more active involvement by the respondents (72%). Other reasons drop off dramatically from that one.

Major benefits perceived are learning and networking opportunities (this is confirmed by the focus groups), although all of the options were rated above 37%. We can be assured that members are finding value in the Society.

It is no surprise that the membership is aging. Most of our respondents were above 50. Charts sorting the survey responses by age are appended, but the Task Force needs to study the age issue more carefully. One caveat when looking at the charts: It appears that younger members give high approval ratings to many areas. Keep in mind that there are *many* fewer responses from this age group, which skews the results compared to other age groups. The 5.0 rating may be from one person. Also keep in mind that many more in this group responded “don’t know/no opinion,” which decreased the number of ratings for this age group even further.

Appendix C: Survey Data

Response Rate = 43%

3.8 and above is an acceptable score.

Responses are in order from lowest score to highest.

How well do these groups within ARLIS/NA meet your professional needs?

	Average Score
Public Librarians	2.08
Gay & Lesbian Interests	2.10
Student Affairs	2.13
Interlibrary Loan	2.42
Serials	2.47
Classics & Archeology	2.53
New Art	2.57
Women & Art	2.59
Solo Librarians	2.59
Photography Librarians	2.60
Management Issues	2.63
Institutional Cooperation	2.64
Space Planners	2.75
Book Arts	2.87
SCIPIO	2.88
Teaching Librarians	2.95
Decorative Arts	2.98
Roundtables (in general)	3.07
Architecture	3.10
Art & Design School	3.16
Visual Resources	3.30
Liaisons to other organizations (there are 15 of these e.g. AAM CAA SAH VRA)	3.30
Museum	3.33
Academic	3.35
Collection Development	3.35
Sections (in general)	3.43
Divisions (in general)	3.51
Cataloging Problems	3.51
Discussion groups (in general)	3.53
Reference & Information Services	3.56
RLG Art & Architecture	3.59
Avery/BHA/Getty Vocabularies	3.62
Cataloging	3.63
User Groups (in general)	3.71
ARTstor	3.78

Regional Chapters 4.21

Do you think the group structure above meets the current needs of ARLIS/NA?

	Response	
	Total	Percent
Yes	208	67.8%
No	99	32.2%

ARLIS/NA has a number of operational committees that perform the day-to-day work of the organization. How well do these operational committees meet the needs you perceive ARLIS/NA has?

	Average Score
Membership	3.82
Nominating	3.90
Finance	3.95
Development	4.01
Publications	4.14
Awards	4.28
Joint ARLIS/NA-VRA Summer Educational Institute	4.37
Conference Planning Advisory	4.41

ARLIS/NA also has other standing committees that work on specific issues. How well do these standing committees meet the needs you perceive ARLIS/NA has?

	Average Score
Diversity	3.29
International Relations	3.29
Public Policy	3.50
Professional Development	3.92
Standards	3.97
Cataloging Advisory	4.22

Does the Board structure meet the current needs of the Society?

	Response	
	Total	Percent
Yes	236	80.0%
No	59	20.0%

Please indicate your level of participation in ARLIS/NA (check all that apply). Have you ever:

	Response	
	Total	Percent
Served on the ARLIS/NA Executive Board?	46	13.7%
Chaired/moderated a group?	120	35.8%
Participated in a user group?	121	36.1%
Presented at ARLIS/NA conference sessions/workshops	147	43.9%

Served as a chapter officer?	153	45.7%
Served on a committee?	154	46.0%
Participated in a discussion group?	184	54.9%
Contributed to ARLIS-L?	214	63.9%
Belonged to a division/section/round table?	239	71.3%
Attended a chapter meeting?	275	82.1%
Belonged to a chapter?	291	86.9%
Attended ARLIS/NA conferences?	291	86.9%
Read ARLIS-L?	307	91.6%

What do you see as major hindrances to being involved in ARLIS/NA? (Check all that apply)

	Response	
	Total	Percent
Other	67	21.0%
Not knowing how to become involved	72	22.6%
Not knowing the organization well enough	100	31.3%
Not having enough support from home institution	119	37.3%
Having too little time/spread too thin already	228	71.5%

What do you see as the major benefits to being involved in ARLIS/NA? (Check all that apply.)

	Response	
	Total	Percent
Other	18	5.4%
Nurturing relationships with vendors	124	37.2%
Opportunities to publish	140	42.0%
Opportunities to advocate for the profession	142	42.6%
Collaboration with other organizations	165	49.5%
Opportunities to present at conferences	176	52.9%
Opportunities to be active professionally (serve on committees, etc.)	216	64.9%
Educational opportunities	229	68.8%
Networking opportunities	292	87.7%
Learning from colleagues	305	91.6%

To aid us in the demographic breakdown of responses please indicate your age below:

	Response	
	Total	Percent
20-29	17	5.0%
60 & above	47	13.8%
40-49	73	21.4%
30-39	85	24.9%
50-59	119	34.9%

Appendix C: Responses by Age Group -- DSRTs, etc.

Age range (number of respondents)	20-29 (15)	30-39 (82)	40-49 (72)	50-59 (115)	60+ (44)	No Age (28)	Overall
Divisions	3.43	3.57	3.54	3.42	3.91	3.27	3.52
Academic	3.43	3.61	3.11	3.30	3.46	3.38	3.36
Art & Design School	3.67	3.22	3.16	3.11	2.58	3.31	3.14
Museum	3.50	3.34	3.28	3.18	3.80	3.29	3.33
Visual Resources	3.20	3.55	3.40	3.21	3.24	2.86	3.31
Sections	4.67	3.56	3.53	3.24	3.83	2.89	3.44
Architecture	5.00	3.36	2.97	3.08	3.33	2.80	3.12
Cataloging	4.33	3.78	3.52	3.47	4.19	3.07	3.63
Reference & Information Services	4.14	3.81	3.29	3.40	3.91	3.62	3.54
Roundtables	4.00	3.00	3.23	3.07	2.81	3.00	3.07
Book Arts	4.00	2.82	3.13	2.57	3.00	3.13	2.86
Decorative Arts	4.00	2.73	3.21	2.90	2.91	3.17	2.97
Gay & Lesbian Interests	2.00	1.76	2.38	2.00	2.13	2.67	2.11
Management Issues	5.00	2.79	2.68	2.42	2.73	2.88	2.63
New Art	3.67	2.28	2.57	2.44	2.86	3.00	2.54
Public Librarians	4.00	1.86	2.00	2.12	2.11	2.20	2.06
Serials	4.00	2.18	2.56	2.31	2.92	2.67	2.48
Space Planners	3.33	2.85	2.64	2.66	2.92	2.86	2.76
Women & Art	2.67	2.35	2.82	2.48	2.70	3.33	2.58
Discussion groups	3.20	3.50	3.73	3.53	3.69	2.90	3.53
Cataloging Problems	4.67	3.44	3.76	3.30	3.83	2.78	3.51
Classics & Archeology	2.00	2.13	2.83	2.32	3.09	3.00	2.54
Collection Development	4.00	3.27	3.42	3.14	3.81	3.08	3.34
Institutional Cooperation	4.00	2.47	2.95	2.43	2.67	2.83	2.65
Interlibrary Loan	4.33	2.20	2.68	2.18	2.25	2.71	2.41
Photography Librarians	5.00	2.89	2.80	2.19	2.60	2.88	2.61
Solo Librarians	3.00	2.41	2.75	2.24	3.50	2.89	2.61
Student Affairs	3.17	2.44	2.40	1.61	2.00	2.00	2.14
Teaching Librarians	3.80	2.90	2.88	2.89	2.50	3.44	2.94
User Groups	4.00	3.87	3.57	3.62	3.88	3.25	3.70
ARTstor	4.33	3.97	3.70	3.79	3.78	3.09	3.79
Avery/BHA/Getty Vocabularies	4.33	3.97	3.57	3.44	3.50	3.11	3.60
RLG Art & Architecture	4.60	3.83	3.49	3.44	3.60	3.14	3.57
SCIPIO	4.00	2.65	3.16	2.75	2.70	2.60	2.89
Regional Chapters	4.11	4.30	4.00	4.26	4.33	3.88	4.20
Liaisons	3.43	3.09	3.35	3.40	3.16	3.22	3.31

Green cells indicate a score of 3.8 or above.

Blue cells indicate a score between 3.5 and 3.8.

Appendix C: Responses by Age Group -- Committees

Age Range	20-29	30-39	40-49	50-59	60+	No Age	Overall
Awards	4.43	4.29	4.12	4.28	4.55	3.67	4.28
CPAC	4.13	4.29	4.36	4.45	4.55	4.75	4.40
Development	3.25	3.77	4.03	4.13	4.09	5.00	4.01
Finance	3.50	3.71	4.03	4.06	3.94	4.00	3.95
SEI	4.60	4.26	4.36	4.39	4.60	3.00	4.36
Membership	3.82	3.84	3.73	3.86	4.04	3.25	3.83
Nominating	4.00	3.78	3.83	3.94	4.16	3.33	3.90
Publications	4.20	3.95	4.21	4.16	4.33	3.67	4.14
Cataloging Advisory	5.00	4.08	4.26	4.19	4.35	4.50	4.21
Diversity	2.00	3.31	3.48	3.14	3.92	4.00	3.31
International Relations	3.00	2.89	3.54	3.04	4.12	4.00	3.29
Professional Development	3.50	4.02	3.61	3.95	4.26	4.33	3.92
Public Policy	3.33	3.54	3.67	3.34	3.86	4.00	3.51
Standards	4.00	4.05	3.88	3.93	4.31	4.00	3.98

Green cells indicate a score of 3.8 and above, or 75% and above.

Appendix C: Responses by Age Group -- Level of Participation

Age Range	20-29	30-39	40-49	50-59	60+	No Age	Overall Total %
Read ARLIS-L?	87.5%	95.1%	92.8%	92.1%	84.8%	100.0%	91.8%
Belonged to chapter?	68.8%	85.2%	81.2%	92.1%	89.1%	100.0%	86.6%
Attended ARLIS/NA conferences?	62.5%	80.2%	82.6%	92.1%	97.8%	100.0%	86.6%
Attended chapter meeting?	62.5%	72.8%	81.2%	89.5%	87.0%	66.7%	81.8%
Belonged to a DSRT?	37.5%	66.7%	69.6%	79.8%	71.7%	66.7%	71.1%
Contributed to ARLIS-L?	31.3%	67.9%	59.4%	69.3%	63.0%	33.3%	63.8%
Participated in discussion group?	37.5%	53.1%	55.1%	56.1%	63.0%	0.0%	54.7%
Served on committee?	12.5%	33.3%	47.8%	55.3%	52.2%	66.7%	45.9%
Served as chapter officer?	6.3%	35.8%	39.1%	59.6%	50.0%	33.3%	45.3%
Presented at ARLIS/NA conference?	25.0%	30.9%	37.7%	55.3%	54.3%	0.0%	43.5%
Participated in user group?	18.8%	29.6%	33.3%	44.7%	39.1%	0.0%	36.2%
Chaired/moderated group?	0.0%	29.6%	31.9%	43.0%	45.7%	0.0%	35.3%
Served on the ARLIS/NA Exec Bd?	0.0%	3.7%	8.7%	22.8%	21.7%	0.0%	13.7%

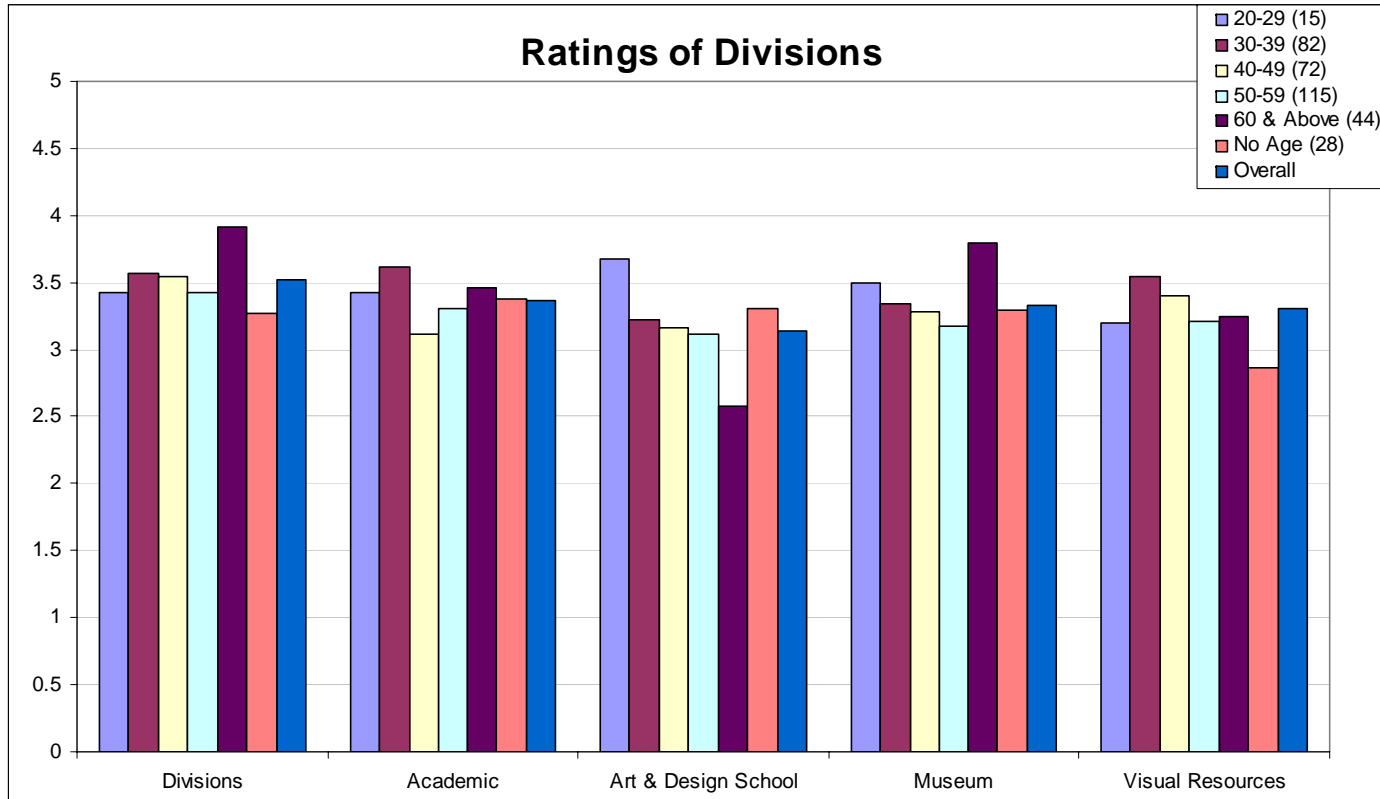
Appendix C: Responses by Age Group -- Hindrances to Involvement

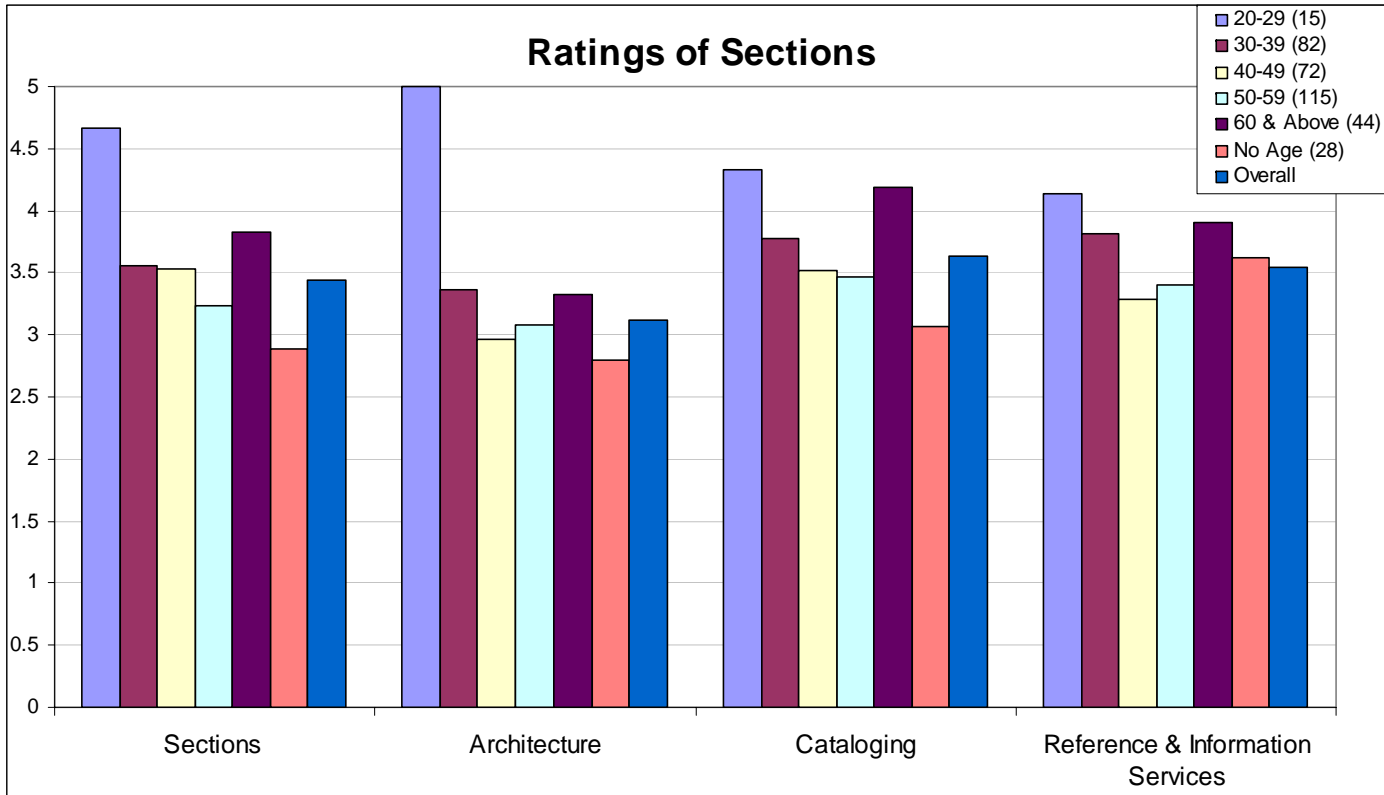
Age Range	20-29	30-39	40-49	50-59	60 +	No Age	Overall Total %
Having too little time/spread too thin already	43.8%	60.8%	82.1%	78.7%	66.7%	100.0%	71.7%
Not having enough support from home institution	31.3%	29.1%	35.8%	41.7%	42.9%	0.0%	36.6%
Not knowing the organization well enough	62.5%	53.2%	32.8%	15.7%	14.3%	50.0%	31.2%
Not knowing how to become involved	50.0%	38.0%	20.9%	13.9%	9.5%	0.0%	22.6%
Other	6.3%	21.5%	22.4%	20.4%	28.6%	0.0%	21.3%

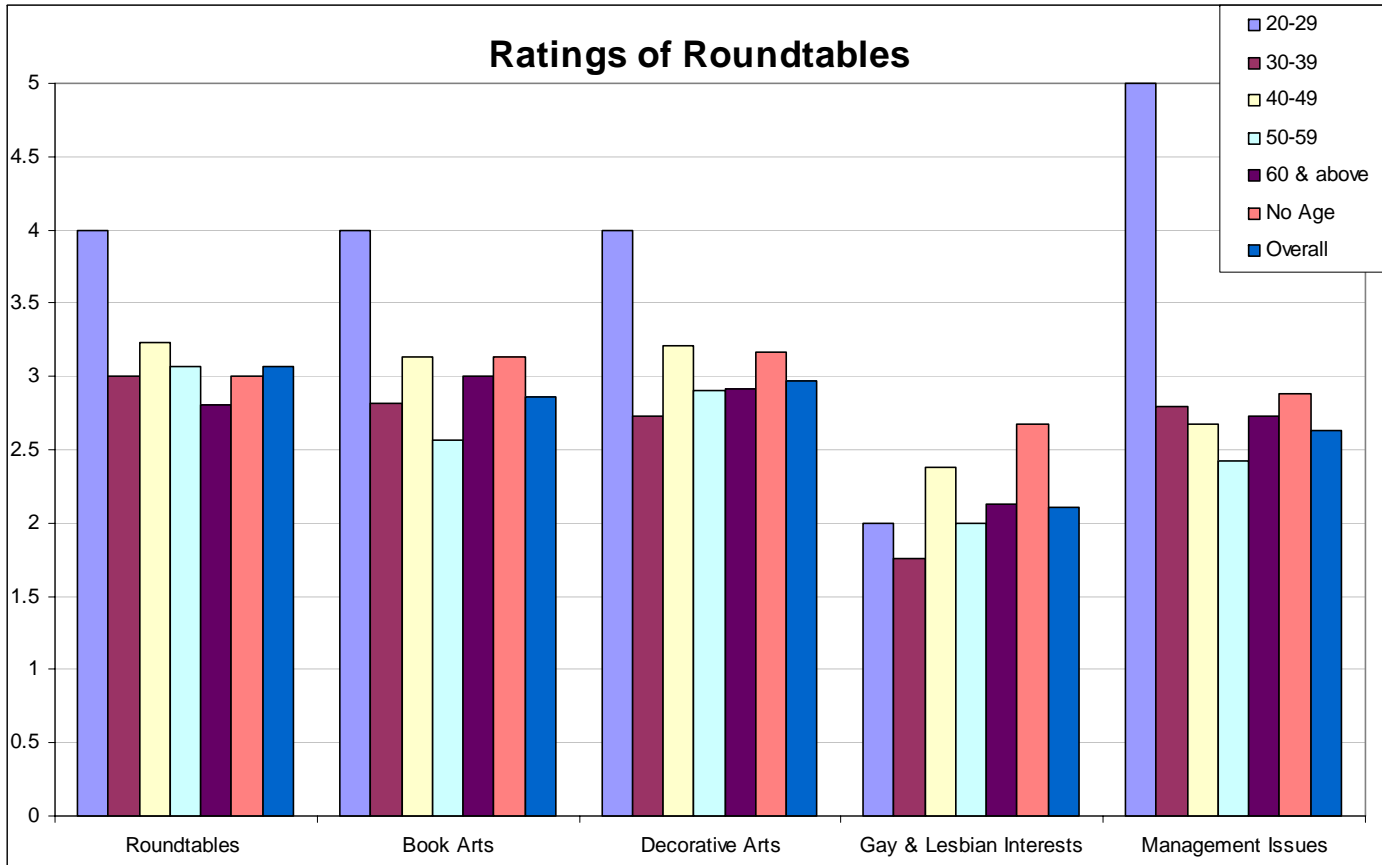
Appendix C: Responses by Age Group -- Perceived Benefits

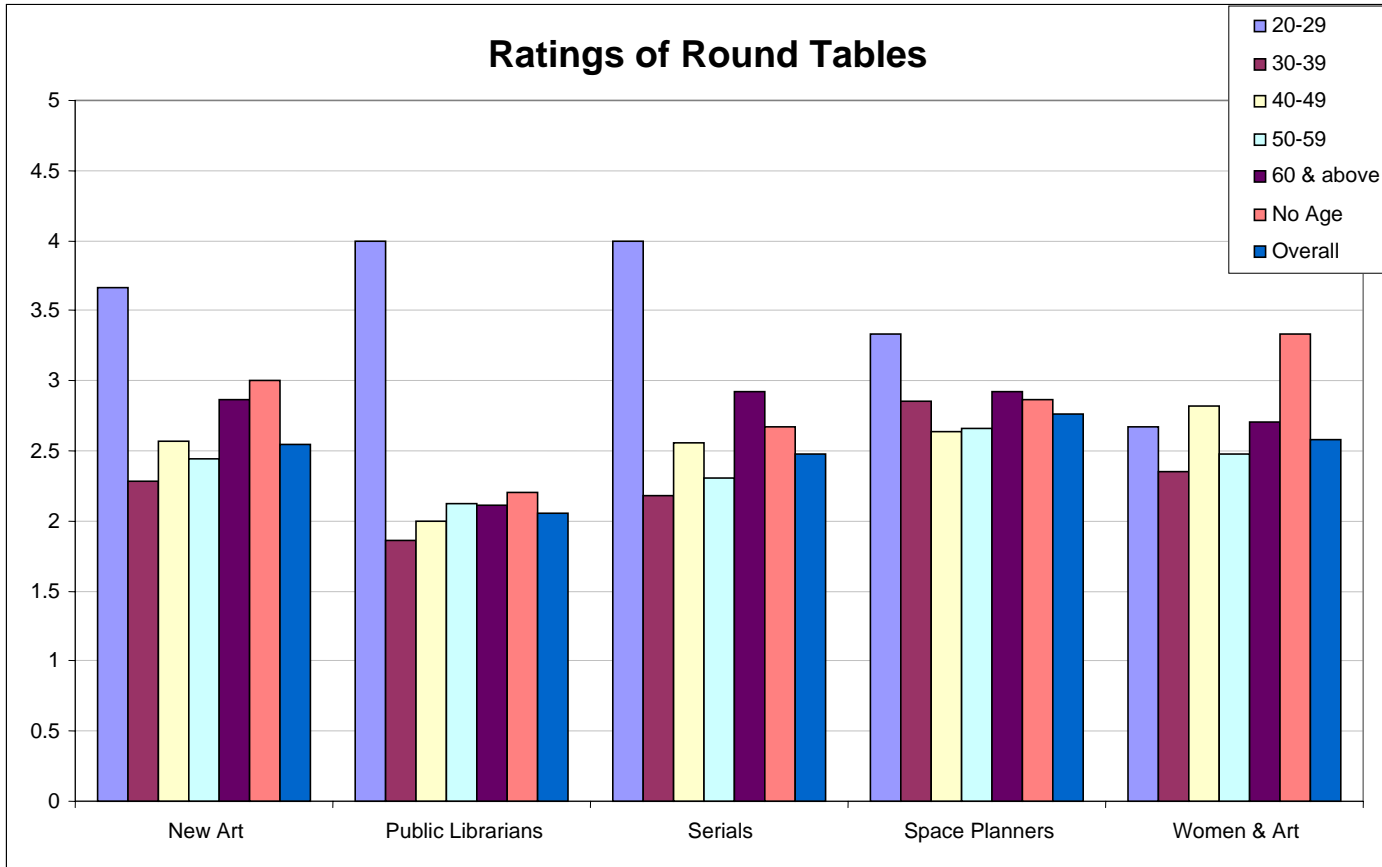
Age Range	20-29	30-39	40-49	50-59	60 +	No Age	Overall
Learning from colleagues	93.8%	92.6%	95.8%	89.0%	91.1%	100.0%	91.4%
Networking opportunities	93.8%	88.9%	80.6%	90.8%	88.9%	100.0%	87.5%
Educational opportunities	68.8%	72.8%	68.1%	68.8%	66.7%	0.0%	68.5%
Opportunities to be active professionally	75.0%	72.8%	65.3%	59.6%	60.0%	50.0%	64.5%
Opportunities to present at conferences	50.0%	54.3%	48.6%	51.4%	60.0%	50.0%	52.3%
Collaboration with other organizations	50.0%	53.1%	58.3%	41.3%	48.9%	50.0%	49.2%
Opportunities to advocate for the profession	50.0%	49.4%	36.1%	42.2%	37.8%	0.0%	41.9%
Opportunities to publish	56.3%	50.6%	44.4%	34.9%	31.1%	50.0%	41.3%
Nurturing relationships with vendors	18.8%	32.1%	30.6%	43.1%	46.7%	50.0%	36.7%
Other:	0.0%	6.2%	0.0%	6.4%	13.3%	0.0%	5.5%

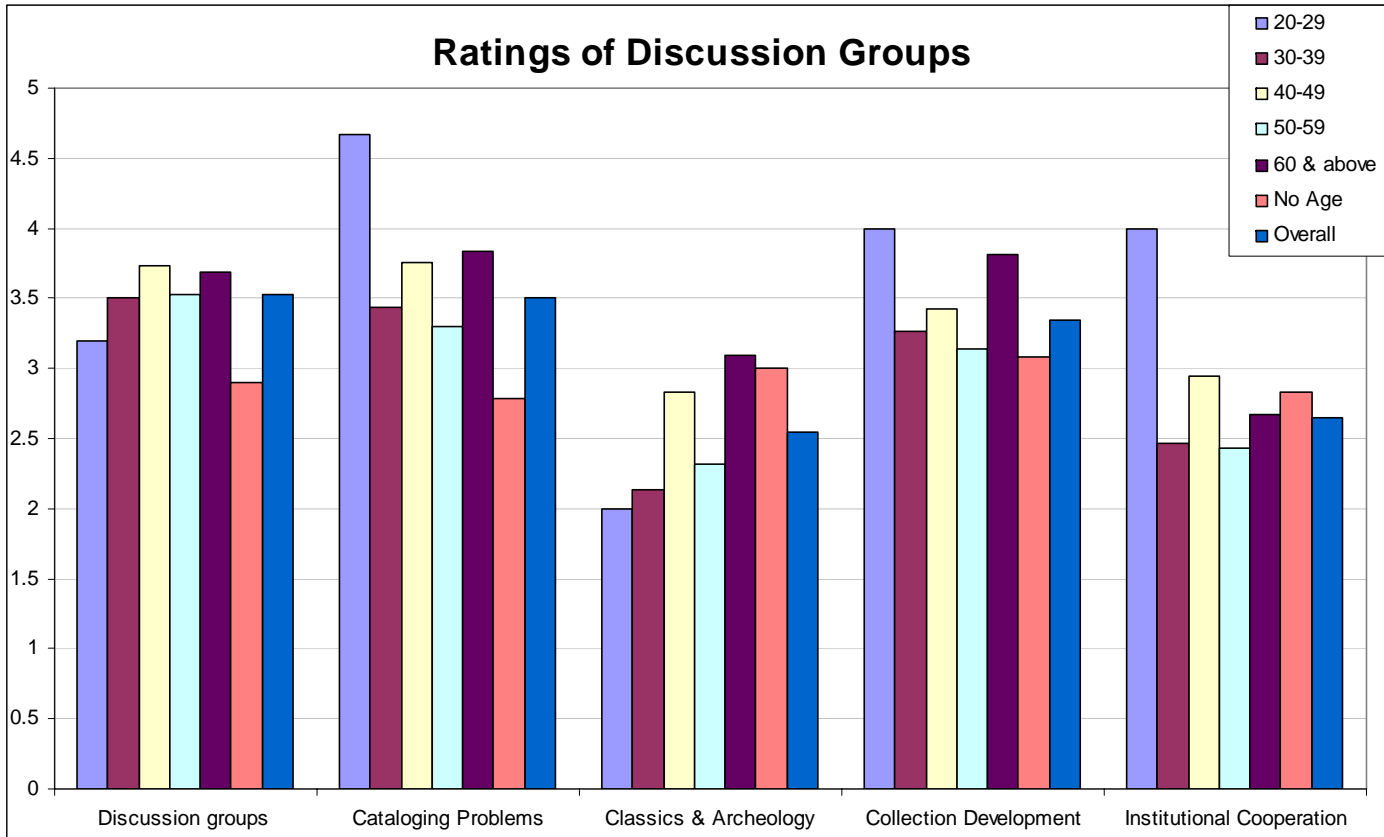
Appendix C: Graphs of Responses by Age

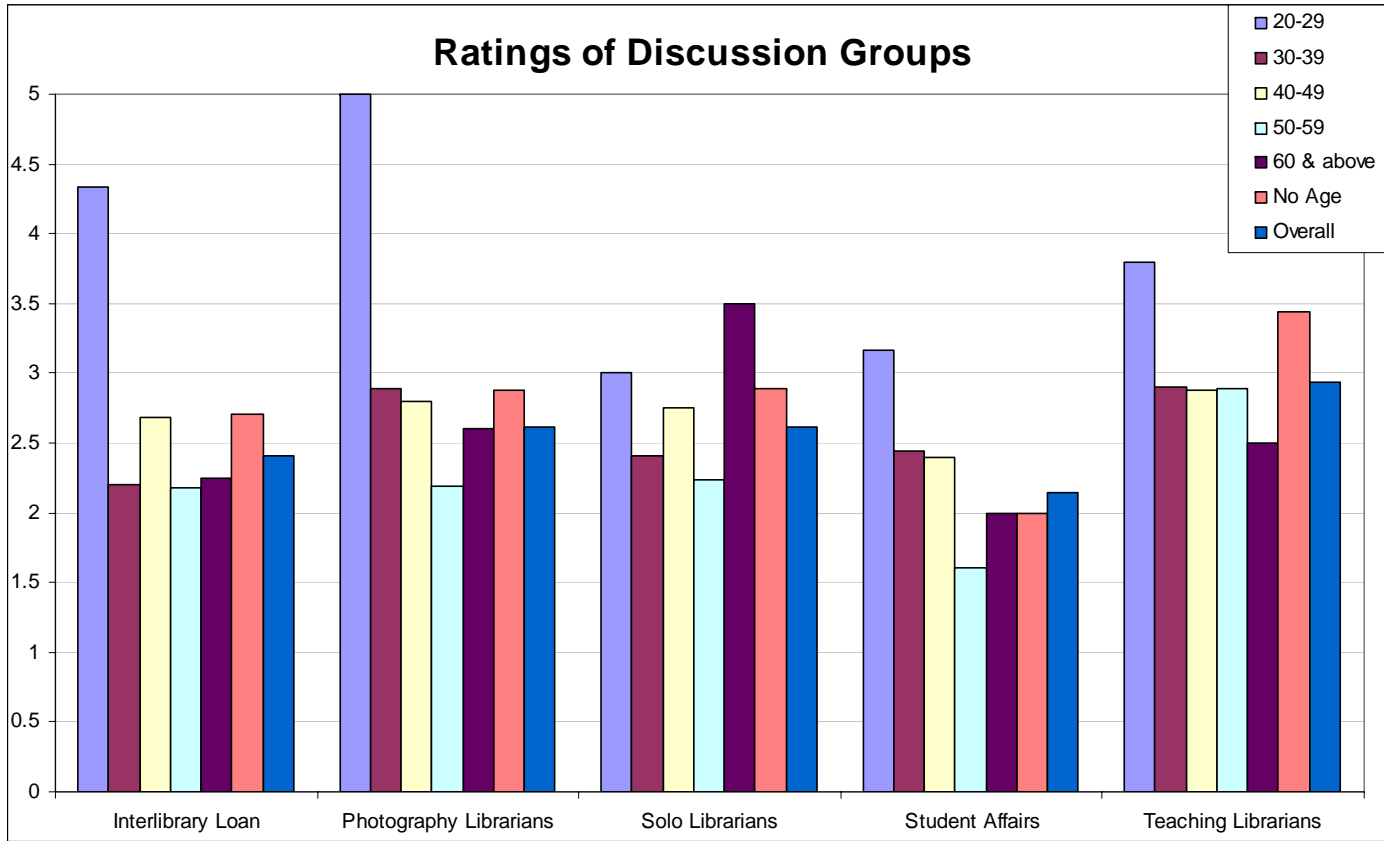


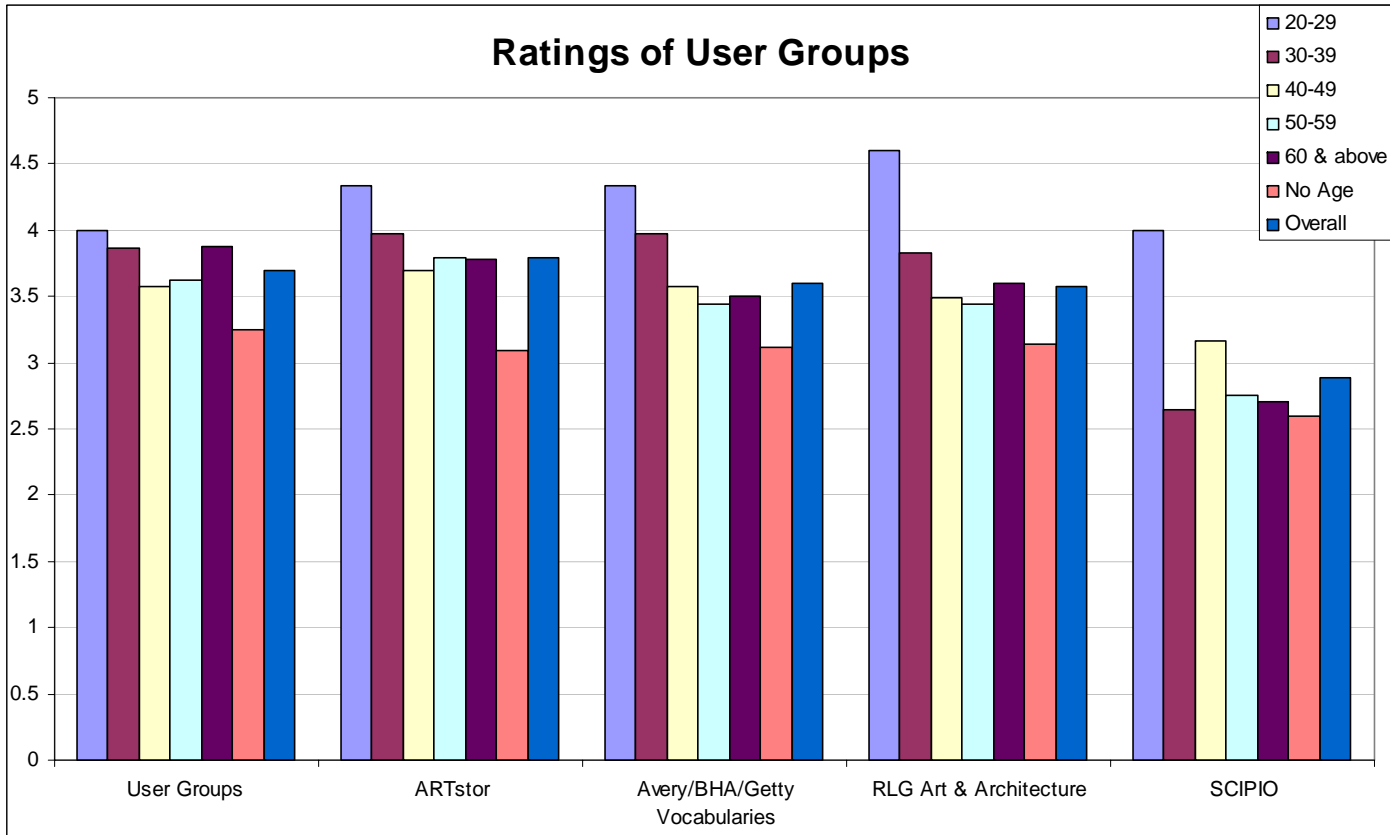


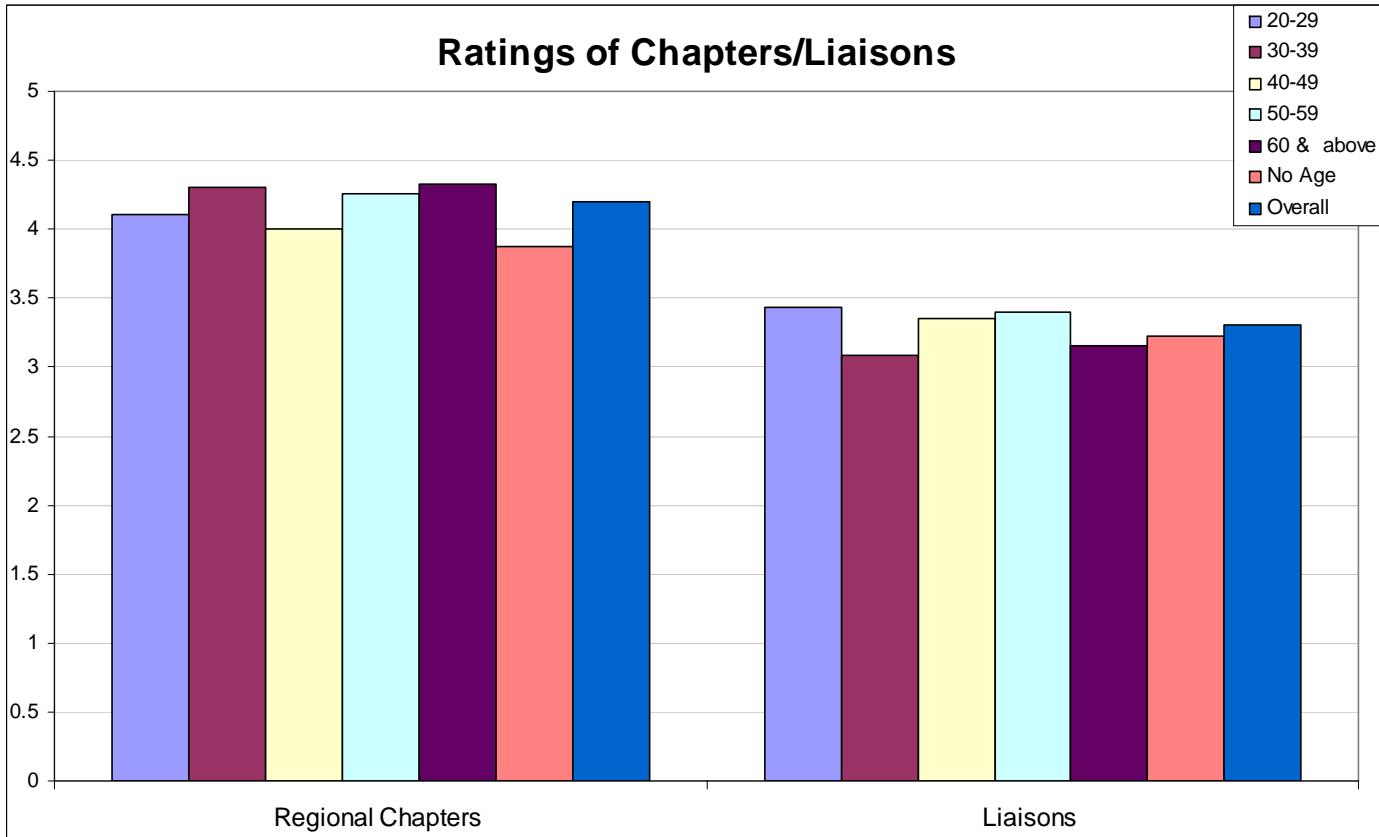


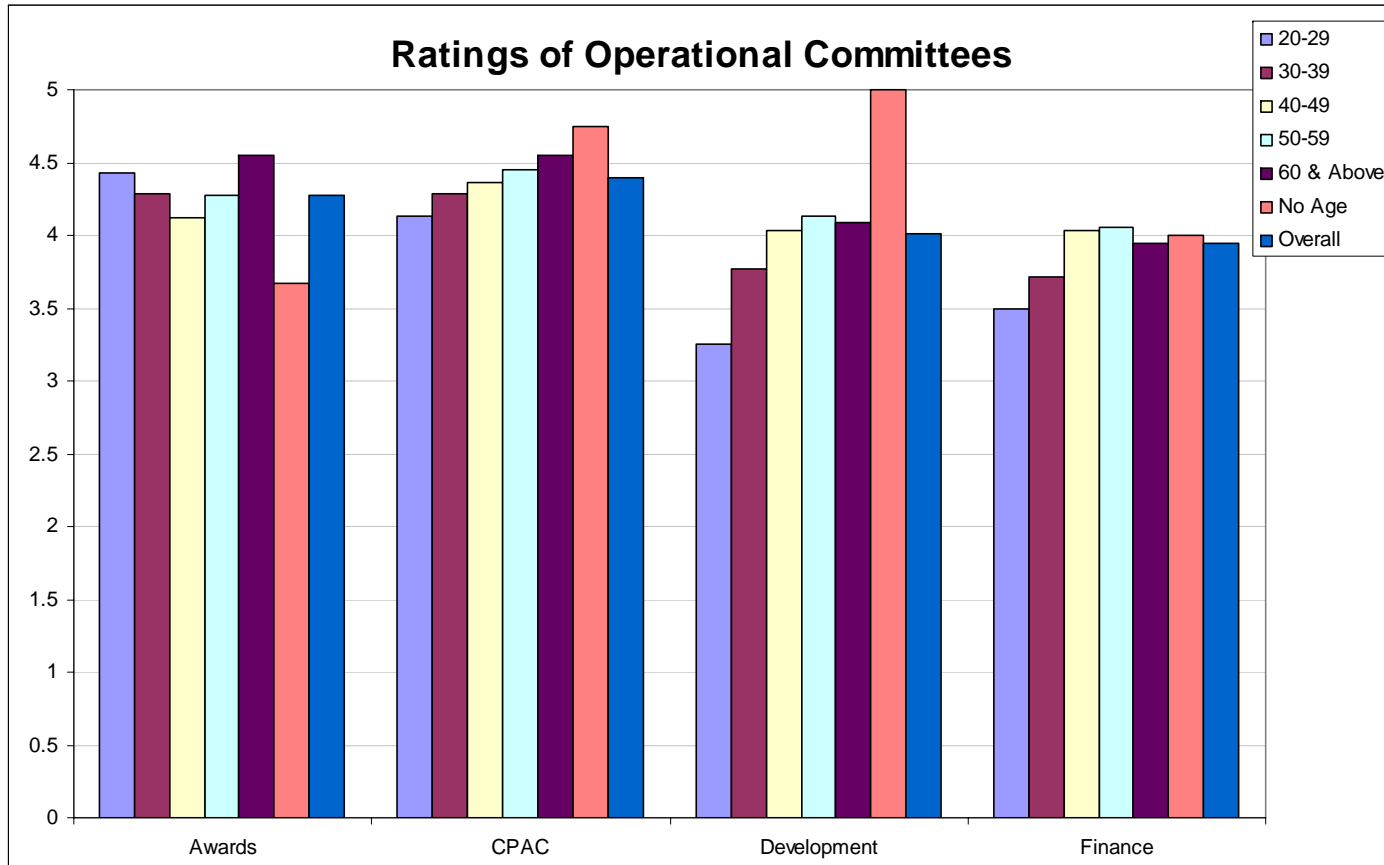


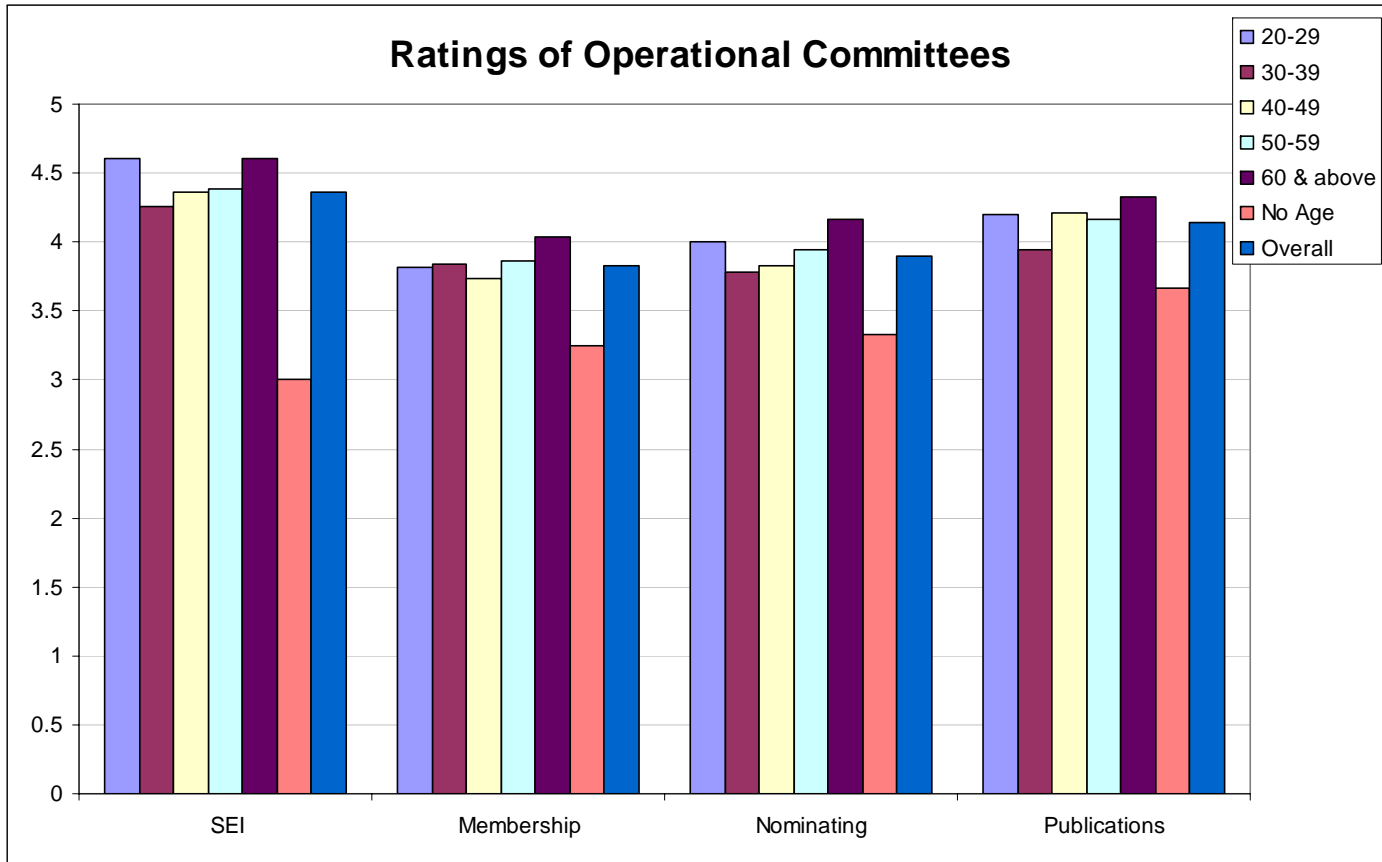


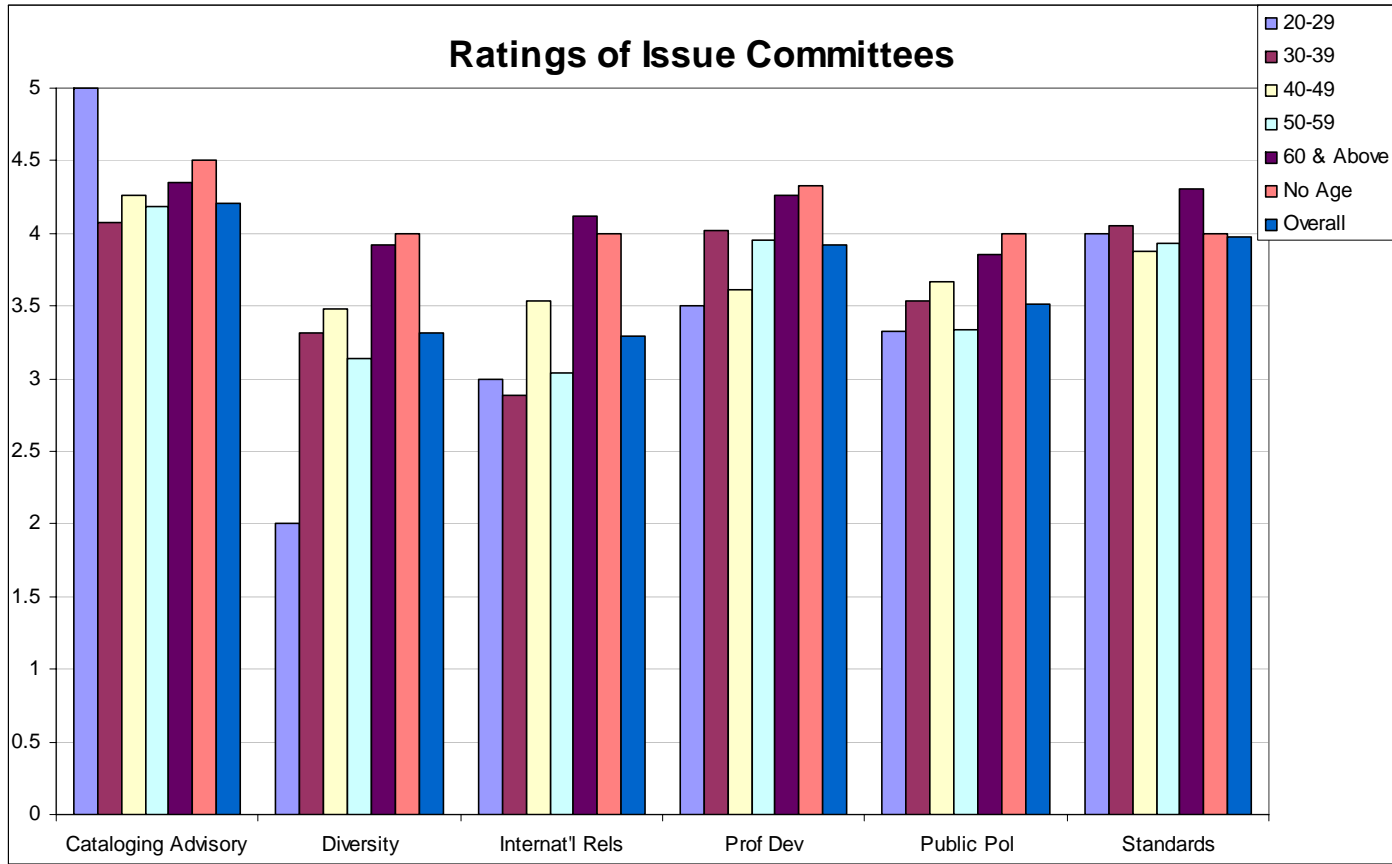


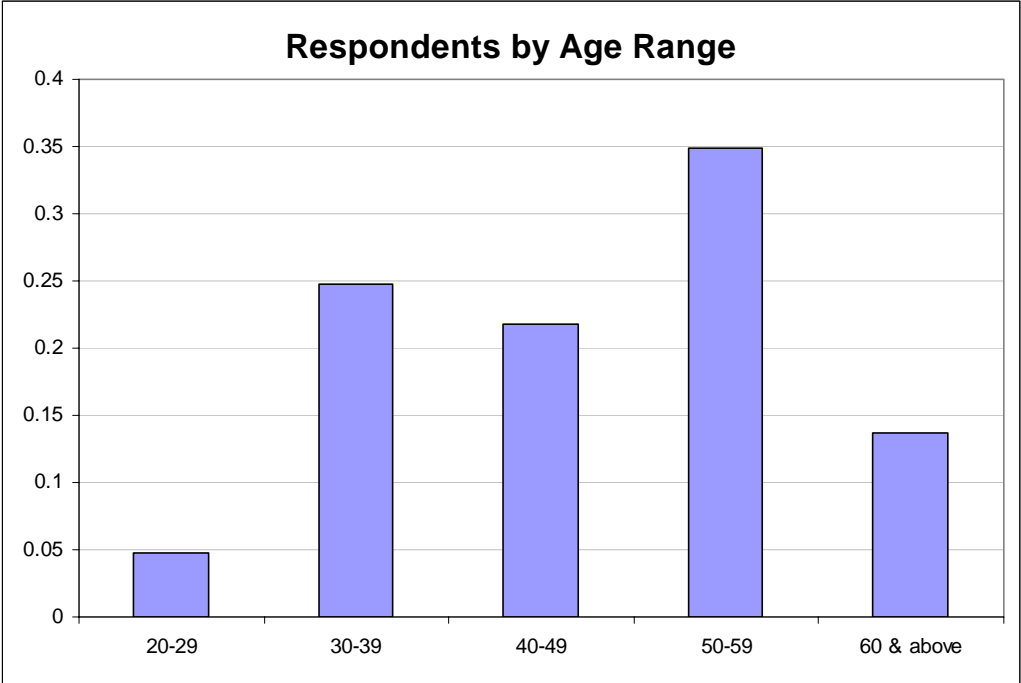




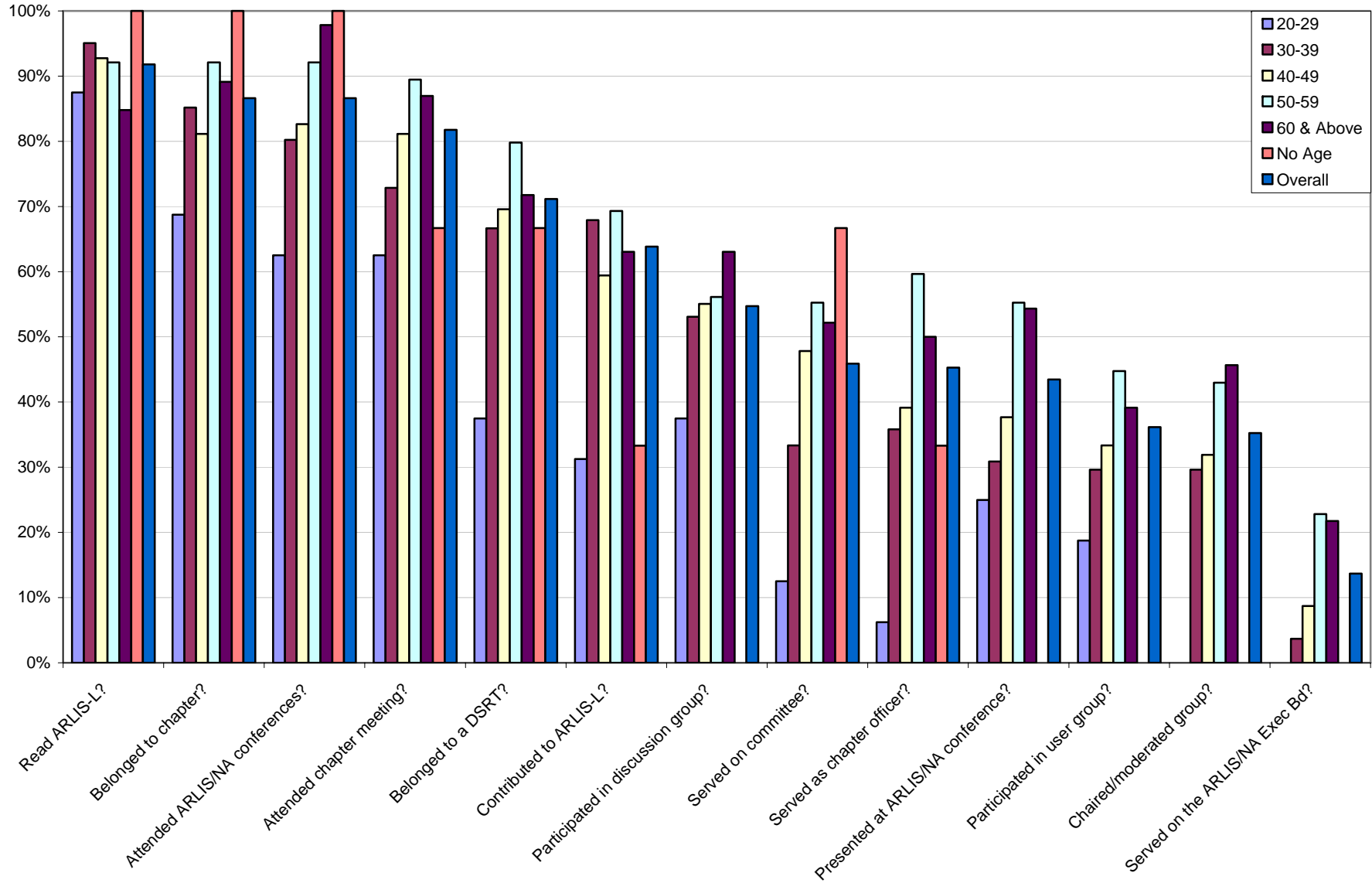




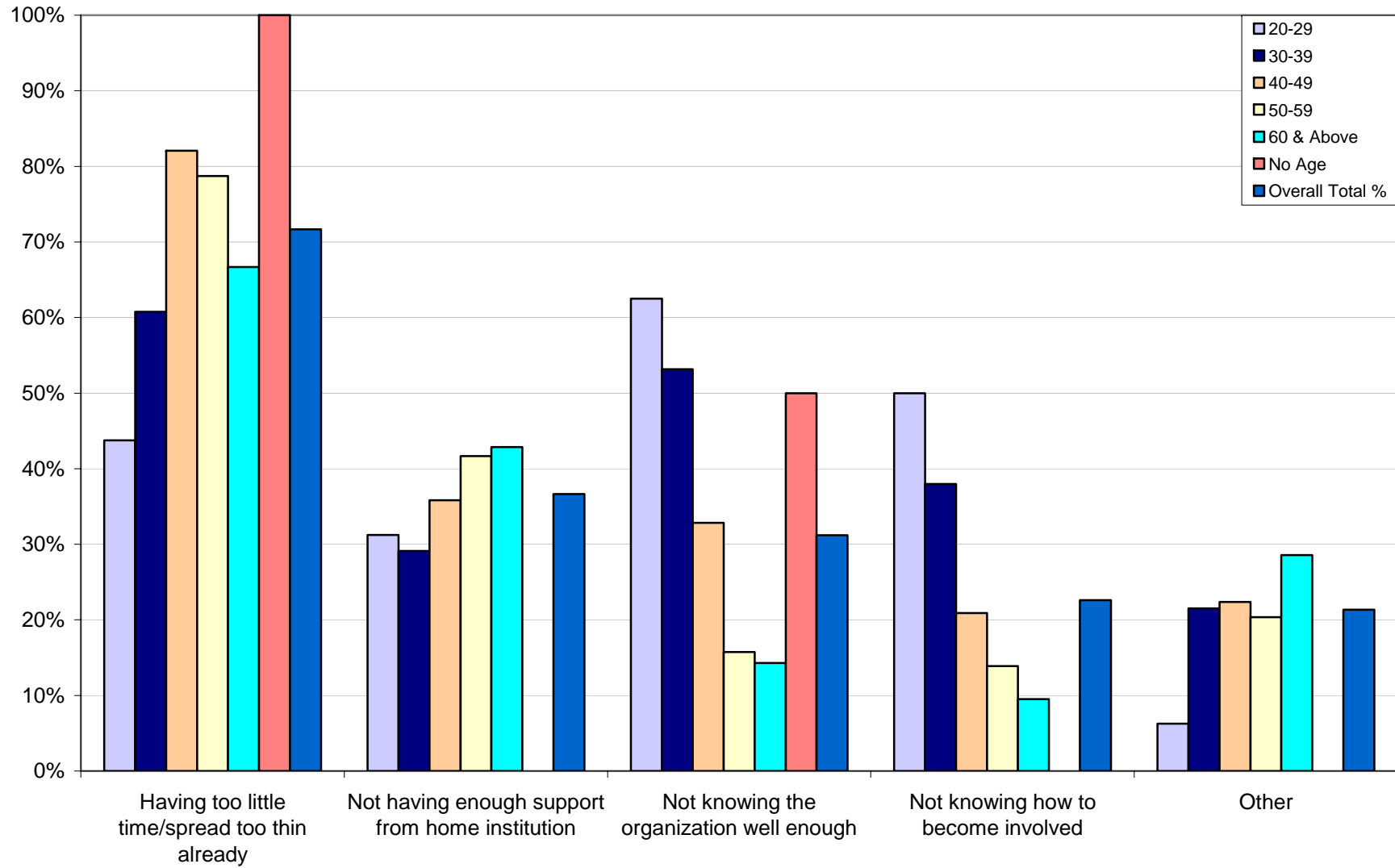




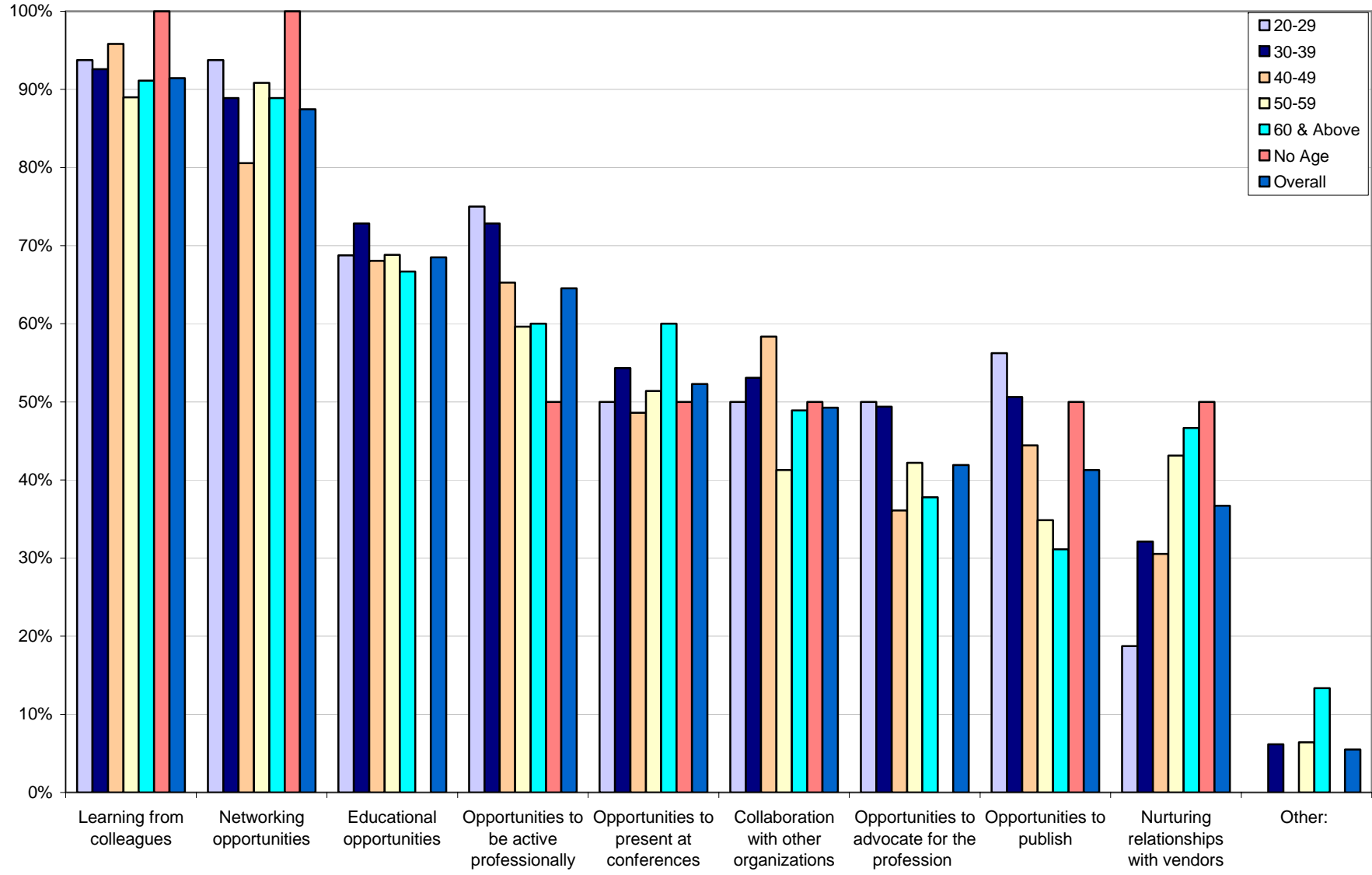
Level of Activity by Age



Hindrances to Involvement by Age



Benefits of Involvement



APPENDIX D

Survey Instrument

Thank you for participating in this survey. Your input will enable ARLIS/NA to remain vital to its members. Your comments will be kept completely anonymous.

Click next to begin the survey.

1- Various groups within ARLIS/NA have been organized by type of institution, functional interests, and geography. Other groups arose to address specific issues. How well do these groups within ARLIS/NA meet your professional needs?

	Not at all		3	Very well		No opinion/ Don't know about
	1	2		4	5	
Divisions (in general)						
Academic						
Art & Design School						
Museum						
Visual Resources						
Sections (in general)						
Architecture						
Cataloging						
Reference & Information Services						
Roundtables (in general)						
Book Arts						
Decorative Arts						
Gay & Lesbian Interests						
Management Issues						
New Art						
Public Librarians						
Serials						
Space Planners						
Women & Art						
Discussion groups (in general)						
Cataloging Problems						
Classics & Archeology						
Collection Development						
Institutional Cooperation						
Interlibrary Loan						
Photography Librarians						
Solo Librarians						
Student Affairs						
Teaching Librarians						

User Groups (in general)						
ARTstor						
Avery/BHA/Getty Vocabularies						
RLG Art & Architecture						
SCIPIO						
Regional Chapters						
Liaisons to other organizations (there are 15 of these, e.g., AAM, CAA, SAH, VRA)						

2- Please share any suggestions you have for how these groups could better serve your professional needs. Be as specific as you can.

3- Do you think the group structure above meets the current needs of ARLIS/NA? Yes No

4- If not, what suggestions do you have for improving the structure? Please be as specific as you can.

5- ARLIS/NA has a number of operational committees that perform the day-to-day work of the organization. How well do these operational committees meet the needs you perceive ARLIS/NA has?

	Not at all			Very well		No Opinion/ Don't know about
	1	2	3	4	5	
Awards						
Conference Planning Advisory						
Development						
Finance						
Joint ARLIS/NA-VRA Summer Educational Institute						
Membership						
Nominating						
Publications						

6- Please share any suggestions you have for how these operational committees could better serve our organization. Be as specific as you can.

7- ARLIS/NA also has other standing committees that work on specific issues. How well do these standing committees meet the needs you perceive ARLIS/NA has?

	Not at all			Very well		No Opinion/ Don't know about
	1	2	3	4	5	
Cataloging Advisory						
Diversity						
International Relations						

Professional Development						
Public Policy						
Standards						

8- Please share any suggestions you have for how these issues committees could better serve our organization. Be as specific as you can.

9- What professional needs do you have that are not being met by any of these groups: committees, divisions, roundtables, etc?

Below is the current structure of our Executive Board.

Executive Committee:

President
 Vice-President/President-Elect
 Past President
 Treasurer
 Secretary

Regional Representatives:

Southeast
 Northeast
 Midwest
 West
 Canada

10- Does this Board structure meet the current needs of the Society? Yes No

11- If no, how would you change it?

12- The focus groups held in Banff indicated that ARLIS/NA's organizational structure (all parts of it) may be too complex. If you could make changes to or improve the structure of ARLIS/NA overall, what would you change?

13- Please indicate your level of participation in ARLIS/NA (check all that apply). Have you ever:

- read ARLIS-L?
- contributed to ARLIS-L?
- belonged to a chapter?
- attended a chapter meeting?
- served as a chapter officer?
- attended ARLIS/NA conferences?
- presented at ARLIS/NA conference sessions/workshops, etc.?
- belonged to a division/section/round table?
- participated in a discussion group?
- participated in a user group?
- served on a committee?
- chaired/moderated a group?
- served on the ARLIS/NA Executive Board?

14- What do you see as major hindrances to being involved in ARLIS/NA? (Check all that apply.)

- having too little time/spread too thin already
- not having enough support from home institution
- not knowing how to become involved
- not knowing the organization well enough
- other: _____

15- What do you see as the major benefits to being involved in ARLIS/NA? (Check all that apply.)

- collaboration with other organizations
- educational opportunities
- learning from colleagues
- networking opportunities
- nurturing relationships with vendors
- opportunities to advocate for the profession
- opportunities to be active professionally (serve on committees, etc.)
- opportunities to present at conferences
- opportunities to publish
- other: _____

16- To aid us in the demographic breakdown of responses, please indicate your age below:

- 20-29
- 30-39
- 40-49
- 50-59
- 60 & above

17- Please feel free to add any other comments relating to the structure and function of ARLIS/NA and the Society's capacity to meet its members' needs.

Thank you for helping us with this study!

Appendix E: Current ARLIS/NA Groups

Executive Board

Executive Committee:

President
 Vice-President/President-Elect
 Past President
 Treasurer
 Secretary

Regional Representatives:

Southeast
 Northeast
 Midwest
 West
 Canada

Committees

Operational:

ARLIS/NA & VRA Joint Summer
 Educational Institute Implementation
 Committee
 Awards Committees
 CPAC
 Development
 Finance
 Membership
 Nominating
 Publications

Editors/Appointees

ARLIS-L (Listserv) Moderator
 ARLIS/NA Web Site Editor
 ARLIS/NA Webmaster
 Art Documentation Content Co-Editors
 Art Documentation Copy Editor
 Art Documentation Reviews Editor
 Bibliographic Notes Column Editor
 Professional Resources Editor
 News and Features Editor

Other:

Cataloging Advisory
 Diversity
 International Relations
 Professional Development
 Public Policy
 Standards

Divisions

Academic
 Art & Design School
 Museum
 Visual Resources

Sections

Architecture
 Cataloging
 Reference & Information Services

Round Tables

Book Arts
 Decorative Arts
 Gay & Lesbian Interests
 Management Issues
 New Art
 Public Librarians
 Serials
 Space Planners
 Women & Art

Discussion Groups

Cataloging Problems
 Classics & Archeology
 Collection Development
 Institutional Cooperation
 Interlibrary Loan
 Photography Librarians
 Solo Librarians
 Student Affairs
 Teaching Librarians

Users Groups

ARTstor
 Avery/BHA/Getty Vocabularies
 RLG Art & Architecture
 SCPIO

Liaisons

American Association of Museums (AAM)
 Liaison
 American Library Association (ALA);
 Committee on Cataloging: Description
 and Access (CC:DA) Representative
 American Library Association (ALA); MARC
 Advisory Committee (MARBI) Liaison
 American Library Association (ALA); Subject
 Analysis Committee (SAC)
 American Library Association (ALA): Office for
 Diversity Liaison
 Association of Architecture School Librarians
 (AASL)
 College Art Association Liaison (CAA)
 Museum Computer Network (MCN)
 Society of Architectural Historians (SAH)
 International Federation of Library
 Associations (IFLA) Representative (no
 longer a member)
 National Information Standards Org. (NISO)
 Representative (no longer a member)
 Society of American Archivists (SAA)
 Representative

Special Libraries Association (SLA)
Representative
Visual Resources Association (VRA)
Representative

Proposed ARLIS/NA Groups

Executive Board

Executive Committee:

President
 Vice-President/President-Elect
 Past President
 Treasurer
 Secretary

Functional Officers:

Chapters Coordinator
 Development/Marketing
 Education
 Communication
 Conference Planning

Committees

Operational:

ARLIS/NA & VRA Joint Summer
 Educational Institute Implementation
 Committee
 Awards Committees
 CPAC
 Development
 Finance
 Membership
 Nominating
 Professional Development
 Publications

Editors/Appointees

ARLIS-L (Listserv) Moderator
 ARLIS/NA Web Site Editor
 ARLIS/NA Webmaster
 Art Documentation Content Co-Editors
 Art Documentation Copy Editor
 Art Documentation Reviews Editor
 Bibliographic Notes Column Editor
 Professional Resources Editor
 News and Features Editor

Other:

Cataloging Advisory
 Standards

Liaisons

American Association of Museums (AAM)
 Liaison
 American Library Association (ALA);
 Committee on Cataloging: Description
 and Access (CC:DA) Representative
 American Library Association (ALA); MARC
 Advisory Committee (MARBI) Liaison
 American Library Association (ALA); Subject
 Analysis Committee (SAC)
 American Library Association (ALA): Office for
 Diversity Liaison
 Association of Architecture School Librarians
 (AASL)
 College Art Association Liaison (CAA)
 Museum Computer Network (MCN)
 Society of Architectural Historians (SAH)
 Society of American Archivists (SAA)
 Representative
 Special Libraries Association (SLA)
 Representative
 Visual Resources Association (VRA)
 Representative

Interest Groups

APPENDIX G

ARLIS/NA Organizational Structure Recommendations of the Assessment Task Force Possible ARLIS/NA Board Member Duties

EXECUTIVE COMMITTEE

PRESIDENT

Strategic Plan Goal IV: To strengthen and increase the effectiveness of ARLIS/NA's activities and operations.

Objective A. Conduct regular assessment of ARLIS/NA's programs to inform future strategic planning.

Objective B. Provide an efficient and effective organizational and financial structure to ensure the stability and health of the Society.

Direct reports:

Executive Director/management firm

Nominating Committee

Awards Committee

Tasks:

Devise all Board meeting agendas

Serve as CEO

Serve on CPAC

Communicate with membership the business of the Society

Ensure groups are communicating with each other and the membership

Review financial reports

Participate in budget planning

Orient new Board members

Orient new Committee Chairs

Appoint chairs of committees that report directly

PAST PRESIDENT

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective D. Collaborate with other professional associations or library or information science faculty in the development of art information programs for librarians, visual resources professionals and library science students.

Strategic Plan Goal II. To foster the creation and dissemination of information, resources and standards in the field of art information and art librarianship.

Objective C. Lead in the creation of professional and art information standards and best practices.

Objective D. Contribute to North American library and digital humanities initiatives, working collaboratively with peer organizations to advance key issues.

Direct reports:

Affiliate Society Liaisons

Cataloging Advisory

Standards

Tasks:

Provide continuity and institutional memory
Manage oral history program
Appoint affiliate society liaisons
Work with overseas groups to develop collaborative projects
Review Policy Manual and suggest revisions

VP/PRESIDENT-ELECT

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective A. Assist members in maintaining current awareness and understanding of technological advancements, changing trends in collection development, technical and user services, management and administration, intellectual property issues, research and best practices in librarianship, public policy, and other emerging issues in the work and cultural environment.

Direct reports:
 Interest Groups

Tasks:

Plan management calendar for year served as president
Review Strategic Plan action items
Appoint committee chairs not appointed by another officer
Serve on CPAC
Select site and plan mid-year meeting for year served as president
Review financial reports
Participate in budget planning
Act as president in president's absence

TREASURER

Strategic Plan Goal IV: To strengthen and increase the effectiveness of ARLIS/NA's activities and operations.

Objective B. Provide an efficient and effective organizational and financial structure to ensure the stability and health of the Society.

Direct reports:
 Finance/Investment Committee (previous Treasurer is automatically chair)
 Liaison w/ management firm Financial Manager

Tasks:

Oversee financial activities of the Society
Solicit budget requests from Board, committees, chapters, and interest groups and report back on decisions
Develop and monitor budgets
Review and approve tax returns and audit reports
Sign and monitor checks
Review financial reports
Serve on CPAC
Maintain contact with Development, Publications, Membership Committees, CPAC
Update comparative list of dues and conference fees of similar organizations
Orient Board members to financial procedures of the Society

SECRETARY

Strategic Plan Goal III: To be an advocate for our members, the profession, and ARLIS/NA.

Objective C. Craft and administer effective recruitment and retention strategies to attract and maintain new members.

Objective D. Provide proactive outreach to library schools to diversify our membership and the profession.

Direct reports:

Membership Committee

Liaison w/ management firm Administrator

Tasks:

Edit/authorize revision of Web documents including bylaws and policy manual

Conduct balloting for revisions to bylaws and articles of incorporation

Manage archives policies

Oversee recording of minutes; edit and distribute

Oversee recording of motions and action items

Appoint chair of Membership Committee

Work with Membership Committee, Administrator, and Memberclicks to ensure that new members are welcomed, committee requests are transmitted, chapter lists distributed to chapters, membership forms and related documents are updated, etc.

Work with treasurer on matters pertaining to dues and dues structure

FUNCTIONAL OFFICERS (big picture person for that logical area, not necessarily chair of a committee; appoint chairs, chairs appoint members from among those interested)

CHAPTERS COORDINATOR

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective B. Focus on providing excellent programming, substantive speakers, and opportunities for members to network with colleagues and connect with vendors at annual and regional conferences.

Objective C. Develop and deliver relevant continuing education programs for junior, mid-career and senior level art information professionals.

Strategic Plan Goal III: To be an advocate for our members, the profession, and ARLIS/NA.

Objective C. Craft and administer effective recruitment and retention strategies to attract and maintain new members.

Direct reports:

Chapters Council (Chapter chairs and/or officers)

Tasks:

Set agendas

Schedule meetings

Communication between chapters and Board and among chapters

Orientation of new chapter officers

DEVELOPMENT/MARKETING

Strategic Plan Goal III: To be an advocate for our members, the profession, and ARLIS/NA.

Objective B. Increase recognition for the role and contribution of ARLIS/NA to the development of art librarianship and visual resource management.

Strategic Plan Goal IV: To strengthen and increase the effectiveness of ARLIS/NA's activities and operations.

Objective B. Provide an efficient and effective organizational and financial structure to ensure the stability and health of the Society.

Direct reports:

Development Committee

Liaison w/ Executive Director

Tasks:

Vendor relations, ensuring that vendors are not approached by multiple groups

Initiates and monitors fundraising activities for the Society

Marketing/advertising (with management firm)

Appoint chair of Development Committee

Work with treasurer to prepare development portion of the budget

EDUCATION

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective C. Develop and deliver relevant continuing education programs for junior, mid-career and senior level art information professionals.

Objective D. Collaborate with other professional associations or library or information science faculty in the development of art information programs for librarians, visual resources professionals and library science students.

Direct reports:

Professional Development Committee

SEI Committee

Tasks:

Supervise mentoring programs, including conference mentoring, and providing mentors for new members

Develop educational programs

Appoint chairs of committees

Work with management firm, Communication Officer, and web editor to provide online educational opportunities

COMMUNICATION

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective A. Assist members in maintaining current awareness and understanding of technological advancements, changing trends in collection development, technical and user services, management and administration, intellectual property issues, research and best practices in librarianship, public policy, and other emerging issues in the work and cultural environment.

Strategic Plan Goal II: To foster the creation and dissemination of information, resources and standards in the field of art information and art librarianship.

Objective A. Support a publications program which provides authoritative, timely, and engaging information related to art librarianship and visual resources management in a variety of print and electronic media.

Objective B. Facilitate the collection and dissemination of members' institutional information (collections, services, facilities, financial, personnel) for comparative purposes and as benchmark data.

Strategic Plan Goal III: To be an advocate for our members, the profession, and ARLIS/NA.

Objective A. Promote the value of art librarian and visual resources professional expertise, and art informational collections and services to our constituencies and to society.

Strategic Plan Goal IV: To strengthen and increase the effectiveness of ARLIS/NA's activities and operations.

Objective C. Enhance the ARLIS/NA website by populating it with relevant content to create the premiere website for art library professionals.

Direct reports:

Publications Committee:

- Art Doc editor
- News & Features editor
- Professional Resources editor
- ARLIS-L moderator
- Website editor
- Webmaster

Tasks:

Manage publications

Plan for technology infrastructure and work with management firm to implement

Manage online communication

Work with treasurer to prepare publications portion of the budget

Appoint editors and committee chair

Choose and implement members-only website password

Oversee publicity produced by management firm

CONFERENCE PLANNING

Strategic Plan Goal I: To increase the effectiveness and support the professional growth of art librarians and visual resources professionals.

Objective A. Assist members in maintaining current awareness and understanding of technological advancements, changing trends in collection development, technical and user services, management and administration, intellectual property issues, research and best practices in librarianship, public policy, and other emerging issues in the work and cultural environment.

Objective B. Focus on providing excellent programming, substantive speakers, and opportunities for members to network with colleagues and connect with vendors at annual and regional conferences.

Objective C. Develop and deliver relevant continuing education programs for junior, mid-career and senior level art information professionals.

Objective D. Collaborate with other professional associations or library or information science faculty in the development of art information programs for librarians, visual resources professionals and library science students.

Direct reports:

CPAC

Management firm event planner

*Tasks:**Plan conferences**Delegate someone to work with treasurer to prepare conference portion of the budget**Help select conference sites and hotels**Schedule, plan agendas for, and manage CPAC meetings**Make sure User Groups can self-scheduled at conferences**Appoint conference co-chairs 2 years in advance*