

**Vermont Library Association
Board Meeting**

**September 11th, 2008
10:00 a.m. – 12:30 p.m.
CCV, Montpelier, VT**

APPROVED MINUTES

The meeting was called to order at 10 a.m.

Present: Present: **Judah Hamer** (President/Presiding), **John Payne** (Vice-President), **Brenda Ellis** (Secretary), **Gail Weymouth** (Intellectual Freedom Chair), **Sharon Thayer** (Membership chair), **Marti Fiske** (Public Libraries), **Kip Roberson** (NELA – New England Library Assoc. Rep); **Larraby Fellows** (CSL - College & Special Libraries), **Wynne Browne** (Treasurer), **Jill Coffrin** (CAYAL - Children and Young Adult Librarians President), **Barbara Doyle-Wilch** (Past President; Co-Chair Vermont Library Conference); **Amy Grasmick** (Personnel Committee), **Helen Linda** (Advocacy Committee), **Hilari Farrington** (Co-chair Government Relations Committee), **Amy Howlett** (DOL Liaison), **Grace Greene** (Awards Committee).

The minutes from the May 8th Board meeting and the July Retreat were approved after correcting Mara Siegel's name.

Vermont Library Conference Restructuring
[Attachment A: *A New Vision for the Vermont Library Conference*]

Judah described a plan to use a smaller Conference Committee consisting of 4 people (2 co-chairs and 2 co-chairs in training plus an exhibit person) and rely on volunteers for the actual conference to do things like introduce speakers, work at tables, etc. The committee would not have a Conference Coordinator, but would instead split that money and provide it to the people who will take on more. The breakdown would be: Exhibit Coordinator \$2500; Co-chairs \$2500 each; Co-chairs in training \$1000. The new plan also calls for using companies that offer conference services. The Co-chairs in training would start planning for their conference 2 years out so that we have more options and things aren't so rushed.

Barbara added it's too expensive to have a large committee because of travel expenses and things like sit-down lunches are too expensive. The sit down lunch ties us down to the Sheraton because they are the only ones who can handle it.

Conference Coordinator: Larraby commented about the role of the Conference Coordinator – if those tasks can be handled by a company, it would reduce the

stress on the rest of the committee. As long as we can make it look like a library venue and not some corporate venue.

Barbara emphasized that we will have to increase revenue and reduce costs for this new plan to work.

Fees: Marti asked about fees. Would we keep fees for attending the same? – yes, but make up the extra costs by increasing attendance (expand to other people, like museums).

Sponsorships: Larraby commented on sponsorships – in the past we tried to give the job of increasing sponsorships to the Conference Coordinator, but it wasn't successful because the Conference Coordinator had too many other responsibilities. Under the new plan, the Exhibits Coordinator would handle sponsorships.

Children's Programs: Grace asked if we will do a better job of getting children's programs – there wasn't a CAYAL representative on the committee last year, so there wasn't sufficient programming.

Proposals: Barbara responded that we need to send out a call for proposals to the whole membership to get programming in all areas and have each section be responsible for having a program. The committee can then help fill in other areas. We should also include areas not represented in the VLA structure, but which meet, such as the cataloger's roundtable. We need things pertinent for technical services areas for instance.

This year's conference theme is advocacy. By advocacy we don't mean marketing, we mean making yourself relevant to the community you serve. The Conference will try to tie in with the state library and government.

Larraby suggested that we have a brainstorming session at the conference to think of ideas for programs for the next year.

Barbara stated that we need to decide on 3 things: the stipends; the structure; and having this year's conference at the Sheraton. The committee wants both organizations to endorse this so that they don't get all the blame if there are some people who don't like the changes. She wants more involvement of VLA and VSLA (VT School Library Assoc.) with the Vermont Library Conference.

Larraby stressed the need for a backup plan in case there are problems such as one of the 4 leaders has family issues, etc. since there will be less people to take up the slack. Also, we need to have someone who really focuses on recruiting and training volunteers. She also said someone needs to be focused on the web presence and brochure.

The Exhibit Coordinator role / stipend was questioned – how do we ensure that we get an appropriate number of exhibitors for the amount we're paying? Set a minimum expectation?

MOTION: Amy Howlett moved that we approved the proposed stipend amounts for the Chairs. The motion was approved.

Discussion went back to the Exhibits Coordinator. It was suggested that we offer the person \$2,000 for a minimum number of exhibitors and a \$500 bonus for getting more.

Various methods of splitting out the \$2500 were suggested, but it was decided that it would be better to let the committee decide how to figure it out and have the board just approve the budget for the position.

MOTION: Judah Moved that we approve a budget amount up to \$2500 for the exhibits and let the Conference Committee negotiate how that amount will be paid to the Exhibits Chair. The motion was approved.

It was suggested that we try to get more focus back on library vendors rather than retail. Too much energy is put into some of the local retailers who don't return because they don't make enough sales. We need more focus on professional library companies who are more likely to return. It was suggested that we aim for at least 50% library companies. We should check with the museum association to see who would interest them. Also check with other conferences to see who they get.

Committee structure: Concerns were expressed about the small size. Barbara addressed this by saying they want to focus on asking for program ideas and programs from the entire membership and also rely on people to take on certain tasks without being on the committee so the Committee can just focus on their task. Also the Committee wants to send out a survey to people to find out why they attended the Conference or why they didn't and get better information to plan by.

Volunteers: Helen made the point that we need to do a better job of following up with people who have indicated that they are willing to volunteer (it's a check box on the membership form).

In-Service Day: John suggested that if we go to a one day conference in the future, we pursue getting all libraries to close for the day (in-service day) so people can attend.

Intellectual Freedom Committee – Burlington Free Press ‘My Turn’ response

Gail discussed the My turn letter to the paper [**Attachment B: *My Turn: Safety trumps libraries’ privacy***] – written by a woman who had testified about the confidentiality bill at the hearings, who had raised the issue about minors. The response letter [**Attachment C: *My Turn Response***] had input from the committee to make sure the points we want to focus on were represented.

Larraby pointed out that *American Libraries* had an article about the VT Confidentiality Bill.

State video and brochure: Gail reported that the VT Secretary of State has come out with a video that is out on You Tube and a forthcoming brochure that needs to be corrected because it misrepresents the law. The committee and Judah, Rob Geizler (from the State Library - who will be doing a workshop for libraries), and Marty Reid need to have a conference call to figure out how to approach Deb Markowitz about changing the brochure, otherwise it will undo much of the work the committee did with the bill.

Treasurer’s report – Wynn Browne [**Attachment D**]

Wynne reported that she renewed 2 CD’s. The \$10,000 Swan endowment fund plus a \$1700 CD. She had to make a few changes in our quicken software because the software hadn’t recorded some amounts properly – our budget and her report now show the correct amounts. She explained that we budgeted only \$1,000 for the lobbyist because we are retaining him without doing anything.

Marti asked about section expenses. There is no money for section programs so do they need to recoup any money they incur by charges for the program? Yes.

Advocacy plan update - Helen

Helen reported that she attended **NELLS** (New England Library Leadership Symposium) and met a number of librarians who are excited to become involved. We need more advocacy within VLA to get people involved, especially those geographically dispersed. Right now the committee is just 2 people (the co-chairs), so she’s currently fact-finding. The NELLS group (past attendees) is meeting Oct. 6th to discuss how to make that connective tissue between the membership and the board. Barbara asked the committee to try to brainstorm advocacy ideas that could be used for Conference. The committee will consider CAPWIZ software for keeping track of legislative issues (Massachusetts is already using it and Helen has made contact with the person administrating theirs). Judah hopes to pull some of those NELLS attendees to help with our open VLA website position.

Personnel Committee - Amy Grasmick [Attachment E]

Salary recommendation and acquisition request: Amy would like us to fund a Survey Monkey account that other VLA areas could use. Amy thinks we need the midlevel account. It costs \$20 a month or \$200 year.

MOTION: Brenda moved we get a midlevel survey monkey account at the yearly rate for all VLA sections to use. The motion was approved.

Minimum Salary Statement: In past the board has approved a statement about a minimum salary amount. Amy asked for board approval of this year's amount. Judah asked about going with the national or Northeast regional COLA amount? (the latter is higher because of fuel amounts).

MOTION: Judah moved that for 2007 and 2008 and forward we use the Northeast New England data for the COLA recommendation. The motion was approved.

Strategic plan revision – comments? - Judah and Brenda [Attachment F]

The Strategic plan that was distributed is a working copy that combines notes from both the President's and the Secretary's copies. Any questions? none.

Communications Officer / Editorial committee (for the VLA website) - Judah

Judah suggested we look to the NELLS group for someone to volunteer to take on this role because the president has been doing this by default and it is too much.

Updates from the committees, sections and ALA or NELA

Government Relations Committee:

Hilari reported that the committee has been meeting by conference calls. They decided that legislative breakfasts should take place in November after the election, rather than in January. Robert Colburn from Fletcher free has joined the committee and he is talking with the state's telecommunications authority committee and Fairpoint about internet access throughout the state. They also talked about voter registration places in public libraries. Lisa will put information on the website to help libraries do this. They are also thinking of contacting people running for office to ask them about library issues. Helen said there is a

group that is already distributing a list of questions to candidates (in case we can tag on).

They have asked our lobbyist to give us a list of influential legislators. The committee will meet again Oct. 2nd.

Judah reported that he attended a meeting with Fairpoint. The company is looking for regions to focus on first. He thinks libraries should work with them as conduits for providing internet access (for instance give libraries free internet access). We need to see how we might fit in with their plans.

Public Libraries Committee:

Marti reported she attended a marketing workshop and she'll be sharing some of what she learned with her section. She suggested Wayne Piper as a speaker for our conference.

CAYAL

Jill reported that they are planning a program for November that addresses how to put together programs with a low budget. They also want to start a wiki. Helen recommended the 23 things part on wikis that Mara Siegel did.

NELA

Kip reported the NELA board meeting is next week but he can't attend.

Listserv

Right now it automatically goes to all. Do we want to change it to only reply to sender by default? **MOTION: It was moved that we change it so that replies do not automatically go to the whole list. The motion was approved.**

The question was raised whether we want to have listservs for VLA sections to distribute targeted messages?

The meeting adjourned at 12:27 p.m.

Respectfully submitted,

Brenda Ellis, VLA Secretary

A new vision for the Vermont Library Conference

Our changing world has placed extraordinary demands on all librarians. All libraries continue to struggle for fiscal support, while the librarian's role rapidly shifts and changes and adapt to the 21st century needs of our students and patrons. As professional development opportunities become more and more limited, it is the responsibility of our respective associations, VSLA & VLA, to provide a rich, high-quality experience for the library community at the Vermont Library Conference.

We need cutting-edge, relevant, engaging programs that will support librarians in a variety of settings. To offer a conference that will nurture the Vermont Library community, and strengthen our presence state-wide, we need to rethink our planning process. We are proposing a few format changes to the conference planning committee that will enable us to offer the dynamic conference that our profession needs.

In order to streamline conference programming, avoid redundancy, and provide a balanced program that equally serves the needs of members of our entire profession, we are proposing a shift from a large conference planning committee to a conference committee of four: the two conference co-chairs, and two conference co-chairs-in-training. By slimming down the conference committee, we hope to tighten up programming; in doing so, we will be able to offer a conference that best suits the needs of our constituency. To begin this process, we will send out a "Call for Proposals" to our own professional community. We have some very talented, experienced professionals in our field who can share their knowledge and expertise with others. After collecting the appeals for proposals, the conference co-chairs, in conjunction with their association presidents, will develop a conference program that is balanced and rich.

This new format for planning will place greater responsibility on the conference co-chairs, who will be expected to coordinate all programs from the proposal stage to the conference. The conference co-chairs-in-training will be planning the following year's conference while learning conference procedures. The co-chair-in-training will carry more responsibilities than in the past. This advance planning will help strengthen programming, and better meet the needs of our constituency.

Other possible changes:

- Reduce expense incurred by the large sit-down luncheons for awards and look for celebratory occasions without the large expense.
- Increase the exhibitors' fee and increase the exhibitors and sponsors by utilizing the work done by Sue Monmaney with the tech. conference.
- Increase attendance by including museum programs and invitations to museum personnel.
- Increase attendance by having a more varied program selection...keeping with the theme of advocacy for libraries...the need for libraries in our communities.
- Increase the communication with our constituents via the web pages, list-serves, surveys, and regular communications.
- With the economic constraints now being such an issue for all libraries and schools, we need to make this conference interesting, affordable and attended by the many that need to tighten up this year but still want to meet their colleagues and learn something new.



August 16, 2008

My Turn: Safety trumps libraries' privacy

By Eileen Haupt

What is happening to our family-friendly libraries? Often located in the heart of small towns in Vermont, the local library provides a valuable service to the community. So why are library policies interfering with family relationships and putting children at risk? Consider these incidents that occurred this year:

- A 10-year-old is given a permission slip to sign at the library, which gives her mother permission to access her library records.
- In another incident, taking a phone message for her daughter, a mother asks a librarian what books are overdue so she can tell her daughter. The librarian asks if her daughter has turned 13 yet. She hasn't. "Good," says the librarian, "then I can tell you."
- A librarian ("Libraries adjust to library law," July 17), says that she has been "annoyed" by parents who are "too involved" in what their teens check out. She praises a new law that now gives some "teeth" to deny parental access.
- Acting on a lead, police go to a library to access a computer they believe holds clues critical to the investigation of a missing 12-year-old girl. A librarian denies the police access without a court order, which they later obtain, delaying that critical piece of the search for Brooke Bennett by eight hours.

Since when are parents considered the enemy? Don't parents sign permission slips for children, not the other way around? Why are librarians annoyed with parents when they guide their children toward reading good literature or monitor their Internet access? Why is information on a computer more important than the safety of a missing girl?

At the heart of the problem is an exaggerated importance placed on library records by the American Library Association (ALA) and shared by the Vermont Library Association (VLA). Their view of privacy is so extreme that they believe children have the right to information (including borrowed books and videos and Internet access at the library) without their parents' knowledge.

Act 129, a new Vermont law effective July 1, is the fruit of the VLA's efforts to enshrine that philosophy into law, triggering the above-mentioned incidents. The originally proposed language would have restricted parents' access to library records of their minor children of all ages, which is what the VLA wants [mse: cq:]. Though the final language of the legislation doesn't go that far, it still makes it illegal for a librarian to share records of 16- and 17-year-old patrons with their parents. This is still wrong.

Not only do other Vermont statutes acknowledge the right of parents to access all kinds of records of their minor children, but many years of U.S. Supreme Court decisions have affirmed the fundamental right of parents to "make decisions concerning the care, custody, and control of their children."

In a state where sex offenders get a slap on the wrist, it is vital that parents be unhindered from protecting their children. Even the FBI's "Parent's Guide to the Internet" warns that children can "meet" an on-line predator using a computer at the public library and advises parents to monitor

children's access. It is not the role of the State to dictate parenting styles, such as being too involved.

When the new legislature convenes in January, they owe it to Vermont parents to amend Act 129 to allow parental access to library records for their children under age 18 and to allow immediate access to library records, if needed, to law enforcement in the case of serious crimes against children.

Respecting parental rights and protecting children, while achieving the goal of addressing legitimate privacy concerns, will go a long way toward keeping our local libraries family-friendly.

Eileen Haupt lives in Jericho. □



My Turn Response
Judah S. Hamer, Cornwall
President, Vermont Library Association

September 5, 2008

We appreciate Ms. Haupt's commitment to her family and to libraries evidenced by her opinion piece, "My Turn: Safety trumps libraries privacy." However, we wish to correct some misleading information regarding the new Vermont law protecting the privacy of library records. The new law is not about usurping parental control, and librarians do not consider parents "the enemy."

Respect for patron privacy is a fundamental value long recognized in the library code of ethics, and in federal and local legislation and case law. For decades, Vermont has exempted library records from disclosure under the public records act. However, conflicting interpretations of the public records exemption highlighted the need for clarification. The new law makes it clear that patron records are confidential and can be shared with a third party only in response to a judicial order or warrant. It protects the right of Vermonters to freely seek information with protections granted in more than 40 states.

The law also allows a library to release information to custodial parents of patrons under age 16, a compromise reached by legislators after hearing a variety of viewpoints from parents. Librarians have always encouraged parents to be involved in their children's use of the library, to talk with them about what they're reading, and help them choose appropriate materials. Nothing in the new law prevents that. But sometimes children and youth must deal with serious issues—like child abuse, alcoholic parents, or health questions—and they need good information. We want them to be comfortable getting that information in the library. That's why the Vermont Library Association advocated for privacy protection for patrons of all ages.

In her letter, Ms. Haupt suggests that librarians impeded the Brooke Bennett investigation. The truth is that librarians were eager to assist the police, and we are deeply troubled by the way events unfolded. When a detective first arrived at the library at 4:30 p.m. and asked to take library computers, the librarian informed him of the library's board-approved and legally binding policy, which required a valid court order to release public computers. The officer agreed, and said he would go obtain the order. Instead, he returned with four additional police officials and proceeded to argue for an hour with the librarians and the library board chair, employing tactics that clearly violate the core values of the Vermont State Police. The police officials left and finally returned at 11 p.m. with a court order.

The Bennett case raises important questions: Why didn't the officer obtain a

court order before going to the library? Why did five police officials waste valuable time trying to intimidate librarians into violating a legally binding policy? And after leaving the second time, why did it take the police so long to secure a court order when a judge is always available? Librarians are entrusted with protecting the private information of thousands of innocent community members who use library computers. When law enforcement officials believe they need access to information, it is their responsibility to seek the approval of a judge who can make a rapid, impartial decision about constitutional matters that protect all of us: due process, probable cause, and privacy.

In a library, the right to privacy means the right to open inquiry. Individuals must be able to seek information about any subject without fear of judgment, criticism or scrutiny of others. Freedom of speech is meaningless without the freedom to receive information; they are the underpinnings of a healthy democracy. While many Vermont libraries already provided confidentiality protection, the new law provides greater assurance to patrons across Vermont that their reading habits and research interests are private matters that they alone can decide to share with others. It's just one of the many ways we continue to serve our communities.

Budget - Current Year

Attachment D

1/1/2008 through 12/31/2008 Using VLA Budget 2008

9/10/2008

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Category Description	1/1/2008 Actual	- Budget	12/31/2008 Difference
INCOME			
Advertising Income	0.00	50.00	-50.00
CAYAL Income	0.00	900.00	-900.00
College Special Libraries Income	0.00	300.00	-300.00
Conference Income	0.00	2,000.00	-2,000.00
Government Relations Income	0.00	200.00	-200.00
Intellectual Freedom Income	0.00	0.00	0.00
Lobbyist Income (State Aid for Pub.Lib.)	6,075.00	5,414.00	661.00
Membership Income	11,715.00	12,000.00	-285.00
Public Libraries Income	0.00	500.00	-500.00
Tax Preparation Income	450.00	475.00	-25.00
Vt. Lib. Trustees Assoc. Income	0.00	500.00	-500.00
TOTAL INCOME	18,240.00	22,339.00	-4,099.00
EXPENSES			
ALA Councilor Expense	2,915.24	2,400.00	-515.24
ALA Dues	110.00	110.00	0.00
Awards Committee Expense	165.00	150.00	-15.00
Bulk Mailing Permit, PO Box rental	86.00	185.00	99.00
CAYAL Expense	0.00	900.00	900.00
College Special Libraries Exp.	0.00	300.00	300.00
DCF Conference	400.00	400.00	0.00
Donations Expense	0.00	300.00	300.00
Government Relations Expense	452.32	575.00	122.68
Intellectual Freedom Expense	112.00	262.00	150.00
Lobbyist Expense	12,100.96	16,000.00	3,899.04
Membership Expense	117.80	600.00	482.20
NELA Representative Expense	0.00	465.00	465.00
NELLS Conference	1,000.00	500.00	-500.00
NELLS Scholarships	800.00	200.00	-600.00
Personnel Committee Expense	0.00	0.00	0.00
President Expense	171.78	500.00	328.22
Public Libraries Expense	0.00	500.00	500.00
Secretary Expense	18.48	0.00	-18.48
Tax Preparation Expense	450.00	475.00	25.00
Treasurer Expense	37.03	50.00	12.97
Treasurer's Bond Expense	90.00	90.00	0.00
VLA News Expense	132.85	1,600.00	1,467.15
Vt. Library Trustees Assoc. Exp.	0.00	500.00	500.00
Web Site Design Maintenance	0.00	225.00	225.00
TOTAL EXPENSES	19,159.46	27,287.00	8,127.54
OVERALL TOTAL	-919.46	-4,948.00	4,028.54

Account Balances - As of 9/10/2008
As of 9/10/2008

Attachment D

9/10/2008

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Account	9/10/2008 Balance
Bank Accounts	
Certificate of Deposit	1,749.89
Checking	14,053.19
Checking 2-NYNEX	0.00
DOL-Summer Reading	0.00
J. Swan Endowment	10,000.00
J. Swan Lecture Series	1,687.47
TOTAL Bank Accounts	27,490.55
OVERALL TOTAL	27,490.55

VLA Personnel Committee
Board Meeting: 9/11/08

- The Personnel Committee has a made a practice of asking the VLA Board to approve a statement about the recommended minimum starting salary for public library directors in Vermont. I neglected to do so for 2008 year, so I'm asking the Board to approve a statement that includes an increase reflecting the Social Security Administration's annual cost of living adjustments for 2008 and 2009 (TBA 10/16/08). In 2007, the recommended minimum was \$37,200 = \$17.88/hour. With the SSA's 2008 COLA, the recommended minimum for 2008 should have been \$38,055 = \$18.33/hour.
Will the Board approve the following, to be published in 2009:
 "The Vermont Library Association Executive Board recommends a minimum starting salary for public library directors of [\$38,055 + SSA COLA for 2009] and a full benefits package including medical insurance, vacation and sick leave, and a retirement plan.
 "If your director works part time, the comparable hourly wage without benefits is [\$18.33 + SSA COLA for 2009]/hour."
- PC is ready to survey public librarians in the state about their salaries and benefits. When the Committee surveyed academic librarians last year, Middlebury College graciously allowed us to use their Survey Monkey account. Since we have lost access to that account, I ask that the Board approve the expenditure of \$20/month for the Committee to have a short-term Survey Monkey account. I anticipate that we will be able to create, test, administer, and view the data from the survey in two months or less.

VLA STRATEGIC PLAN

May 2009-May 2012

Updated July 10, 2008

(with additions Sept. 2, 2008 from meeting notes)

VLA MISSION

The Vermont Library Association is an educational organization committed to the development, promotion, and improvement of library and information services and librarianship in the State of Vermont.

The VLA Board has identified six strategic areas:

ADVOCACY

This strategic area concerns the efforts of VLA in the area of advocating on behalf of the libraries in the state of Vermont.

1. Promote the activities and services of libraries statewide.
2. Develop a plan to raise the visibility of libraries.
3. Advocate for the establishment of statewide funding for libraries.
4. Advocate for better compensation for Vermont library workers.
5. Monitor and encourage response to pending legislation that affects libraries.

EDUCATION

This strategic area addresses issues relating to the education and professional development of librarians in Vermont.

1. Promote librarianship as a profession and courage new people to enter the field.
2. Promote opportunities for members wishing to pursue MLS degrees.
3. Provide continuing education opportunities that will be of benefit and interest to all of our members.
4. Provide mentoring opportunities for new librarians.
5. Co-sponsor and organize the Vermont Library Conference with VSLA.
6. Work with DOL to review and evaluate the certification process.
7. Explore new methods for offering continuing education opportunities (e.g., distance learning models).

INTELLECTUAL FREEDOM

This strategic area has to do with promoting and protecting intellectual freedom for all Vermonters.

1. Continue to train VT librarians, trustees and administrators about issues relating to intellectual freedom.
2. Provide training to educate VT librarians about confidentiality.
3. Create a directory of attorneys who specialize in 1st Amendment issues.
4. Sponsor John Swan Intellectual Freedom Lecture every other year beginning in 2007.

MEMBERSHIP

This strategic area addresses issues relating to the recruitment and retention of members, as well as to the services provided to members.

1. Provide more opportunities for members to be active in the association.
2. Provide more opportunities in the organization for Academic and Special Librarians and for Library Trustees.
3. Evaluate and improve communications with and between VLA members.
4. Welcome new librarians through personal contact with VLA members.

PARTNERSHIPS

This strategic area addresses the need for VLA to build lasting working relationship with other organizations.

1. Strengthen and establish partnerships with other library organizations in the state/region and create opportunities for communication between VLA, VT Board of Libraries, the VT Department of Libraries, the Vermont School Library Association, and the Association of Vermont Independent Colleges, Vermont State College Libraries, Green Mountain Library Consortium, Vermont Consortium of Academic Libraries (among others).
2. Create alliances with other organizations that have compatible missions (such as Vermont League of Cities and Towns, Vermont Booksellers Association, Vermont Publishers Association, Vermont Newspapers Association, Vermont Humanities Council, Vermont Museum and Gallery Alliance, American Civil Liberties Union (among others)).

STRUCTURE AND GOVERNANCE

This strategic area has to do with the work of running the organization.

1. Evaluate whether or not the current Committee and Section structure of the association best suits the needs of the association and of the membership.
2. Develop a more effective means of orienting, training, and mentoring new VLA officers, committee chairs, and section presidents.
3. Develop a better process for ensuring that VLA materials are appropriately archived.
4. Update the VLA bylaws.