

BOARD MEETING AGENDA

September 30, 2021 • 3:00pm-5:00 pm • WLA online meeting room

Read in Advance of Meeting: July 2021 Board Meeting Minutes, Leadership Reports, Member Services Committee Introductory Rate Proposal

Facilitator: Danielle Miller & Brianna Hoffman

Notetaker: Lesley Bourne

TOPIC	LEAD	TIME
Call to order	Danielle Miller	3:00
 Online meeting reminders 	Brianna Hoffman	3:05
Approve minutes from April 2021 meeting (vote)	Danielle	3:10
Executive Director Report	Brianna	3:10
Dashboard Report501c3 Transition Update		
Legislative Report	Carolyn Logue	3:20
New Business		
 WLA EDI Committee Formation Discussion 	Danielle	3:40
 Member Services Committee First Time New Member Rate Proposal 	Hope Yeats, MSC Co-Chair	3:50
EDI and BIPOC Mentorship Discussion	Amanda Hua, WLA Mentorship	4:05
Conference Timing Update	Brianna	4:15
Old/Ongoing Business and Updates		
WLA Elections	Danielle	4:20
2021 WLA Conference	Brianna	4:25
ALA Update	Steven Bailey	4:30
Closing questions or comments	Danielle	4:45
Meeting adjourns	Danielle	4:55

2022 Leadership Retreat

• Tuesday, October 26, 2021 | Time TBD

2021 WLA Board, voting members:

Danielle Miller, President 2021
Ahniwa Ferrari, Vice-President/President Elect 2021
Emily Keller, Past President 2021
Erica Coe, Director/ALD Rep 2021-2022
Lisa Vos, Director/PLD Rep 2020-2021
Rebecca Wynkoop, Director/ScLD 2020-2021
Alycia Ensminger, Director/SpLD Rep 2021-2022
Muriel Wheatley, Treasurer 2021
Steven Bailey, ALA Councilor 2019-21

2021 WLA Board, non-voting:

Brianna Hoffman, WLA Executive Director Marissa Rydzewski, Student Rep 2021

Advisory leaders:

Jane López-Santillana, PNLA Rep 2020-2021 Beth Bermani, ELAC Representative 2021-2023 Greg Bem, CLAWS-LLC Representative 2021 Kate Laughlin, WLA Strategic Advisor



BOARD MEETING NOTES - DRAFT

September 30, 2021 • 3:00pm-5:00 pm • WLA online meeting room

Present Board: Danielle Miller, Emily Keller, Ahniwa Ferrari, Rebecca Wynkoop, Steven Bailey, Alycia Ensminger, Muriel Wheatley, Erica Coe, Marissa Rydzewski, Lisa Vos

Present Section, Division & Committee Leadership: Shawn Schollmeyer, Greg Bem, Jacob Lackner, Amanda Hua, Laura Edmonston, Amy Thielen, Elena Maans-Lorincz, Brandi Gates, Rhonda Gould, Sara Pete, Jannah Minnix, Angi Anderson

Present Staff & Advisory Positions: Brianna Hoffman, Jane López-Santillana, Carolyn Logue, Kate Laughlin

Notetaker: Lesley Bourne

President Danielle Miller called the meeting to order at 3:02 pm

Executive Director Brianna Hoffman covered protocol tips for board meetings for new members:

- There is a nine-person voting board who are allowed to vote on action items; however, discussion is still encouraged
- For accessibility, please state who you are before you speak as a courtesy

Danielle asked for points of suggestion/edits to the prior board meeting minutes from July 27, 2021

No suggestions or edits offered

Danielle called to approve July 2021 minutes.

Steve Bailey motioned. Muriel Wheatley seconded. Board voted in favor to approve minutes.

Executive Director Report

Brianna Hoffman

Dashboard Report

This will be coming in a couple weeks post-conference

501c3 Transition Update

- Board has approved the 501(c)3 application and it has been filed
- The conversation started in 2017 for that transition, and we're very close to completing the process
- Reminder for the switch: this will give us more opportunities for fundraising and grants

Legislative Report

Carolyn Logue

- Trying to figure out the School Library bill -- getting rid of "as deemed necessary" language (not getting a lot of feedback from School District Association)
- Superintendent's budget was delayed a little on library side, but the report was done pre-pandemic and there's been realization how important libraries are in K-12 schools

- Sen. Wellman had meetings on computer tech education; we're waiting to see what she comes up with from legislative perspective
- There will be discussion about long term care mandate bill; unfortunately legislature won't be happening right now unless they have a special session
 - o Deadline to opt out is tomorrow
 - It's not transferable out of WA State
 - You only get \$36,000 lifetime
 - It's poorly done and very frustrating
 - o Don't panic, it's 58 cents per \$100 earned
 - Carol doesn't see how it can get through and not be changed; it's impacting every single employee in the state
- Not sure how vaccine mandates are going in library world; if that's been a problem or not
- Hopefully everyone has grants in for capital projects
- Brianna: On the national side for Build America's Libraries, Danielle worked with ALA and Gavin Baker, and Amanda Six, to publish an op-ed in the Seattle Times and in the Spokesman's Review to get the attention of Sen. Murray; unfortunately, it looks like it's dead.
- Kate: The bill has been marked up and there's no funding for libraries at this point. The "Hail Mary" was to put it into another bill "Build it Back Better," and at national level ALA and ARSL have been doing targeted messages to Sen. Murray; we'll know later this week
 - o Brianna: We can gather information on special and public libraries
- Carolyn: Session hasn't been determined virtual or in-person; or if there will be a vaccine requirement
- Brianna: We have been looking at what Library Legislative Day will look like in February 2022; perhaps it could be virtual with a lot of promotion
 - o Carolyn: I think a lot of Legislative Days will be virtual
 - o Brianna: There were positives and negatives, but we can make improvements on a virtual event

New Business

EDI Committee Formation Discussion

Danielle Miller

- The Advocacy Committee has been discussing a standing, designated EDI Committee
 - Would need a statement of purpose, a chair, and begin recruiting members
 - o Not sure if it will be ready for committee application opening in October
- Open to discussion/thoughts
 - Ahniwa: Concern that EDI work is work that should be happening in every committee; hoping that the work won't be put all on a single committee
 - Danielle: That's a really good point; could the committee support that work throughout the organization or be a conduit for that work?
 - Ahniwa: I think it will be a positive thing, just want to make sure it happens in all parts of the association
 - Kate: That is a concern that has been expressed before during Rhonda's presidency; that's when an EDI Task Force was launched during the summer; it might be worth looking back at their recommendations for getting everything out into the organization
 - o Danielle: Could there be an EDI Position in each committee?
 - Steven: Perhaps the structure and membership of the committee could reinforce that this work should be happening across the divisions and board, through liaisons, etc.?

- Greg: It's hard to get leaders in general, so it would be good to add objectives to each group rather than an individual
 - Brianna: Within each committee's statement of purpose
- Erica: The EDI committee could develop the framework for a strategic plan that the other committees could add to, based on their efforts.
 - Being a support for each committee; I think we have to be very clear and intentional and make sure it's integrated at all levels
- Shawn Schollmeyer: It would be nice to have an EDI person that each person could consult with;
 have it as a regular part of structure that everyone can use; could it be a two-year or one-year person guiding committees and sections?
- Kate: We do also have EDI consultant CiKeithia Pugh; for clarity, WLA has worked with her for a couple of years, mostly at the board level. There's a collaboration going on at the state level with CiKeithia and WSL, so we will see those efforts coming in the future
- Elena: If there was an EDI advocate on every committee, would there be a training or background?
 - Danielle: Excellent point
- Danielle: Maybe a first step is to review EDI Task Force recommendations again; clearly there is a lot to think about and we can revisit this again; I appreciate the suggestions and that this has been at the front of people's minds

Member Services Committee New Rate Proposal

Hope Yeats

- We wanted to increase enticement to join WLA
- Wanted to introduce first-time rate for new WLA members
- Proposing a \$20 introductory rate for first-timers, so that it is comparable to student rate
 - o Reason 1: Only students can take advantage of that rate, which leaves out paraprofessionals
 - Unemployed/Retired, granted, also have access to \$20 rate
 - Reason 2: Access to wealth/tolerance for debt; there seems to be a pay-to-play in the library field which is barrier to a lot of library workers, such as paraprofessionals
- Give a lower effort/stakes entry point so that they can spend their first year figuring out what they can get out of WLA; if they find value, then they we will retain members
- Questions about proposal or thoughts?
 - Steven: Term of introductory rate would be for first year only?
 - Hope: Yes
 - o Danielle: I appreciate your and the committee's work
 - Shawn: Has sliding scale up to \$20 been discussed?
 - Hope: It has not, but a good idea; we surveyed what other states were doing. Lowest fees in association offered \$10 rate for students; \$20 for Guam for all members (or \$200 for lifetime); Pay-as-you-can would be interesting, but it would be up to the board
 - \$20 is not the most expensive, nor the least expensive rate we've found
 - Muriel: Thank you, Hope; this is a wonderful thing to propose. As someone new to the profession, it all feels very expensive; have we ever talked about subscription-style payment form? Eg: \$5 per month vs All money right now
 - Kate: Is this something the Finance Committee could look at? I think this could be good to formalize as an intentional recruitment approach
 - Practical considerations: In most cases, associations working at a high level have staff support involved, and we have to take that into account; we have had a tough time the past couple of years and will be taking another hit this year; the 501c3 transition will

open a lot of opportunities; if we take away revenue, then we will need to find new revenue opportunities (such as grants)

- Hope: We addressed that a reduction in revenues would, in a perfect world, be mitigated by more new members
 - Brianna: I like the idea of formalizing the process, as many newcomers want to select the level that reflects their salary; they want to remain honest about it
- Hope: We would also have opportunity for others to sponsor memberships; If board can formalize this process, we can also make extra push for members to sponsor members who are BIPOC folks or who can't afford membership
- Ahniwa: I love this idea in general. I think we have a very fair scale; that said, I like the idea of
 making everyone who wants to be a member having the opportunity; Should investigate how it
 will work on the backend (such as organizations/trustees)
 - Could we have ala carte/PayPal style benefits?
 - Trying to get organizations to sign up?
- o Hope: Please let Sharilyn and I know if you have additional feedback or questions
- o Danielle: Are we in a place to vote on this? This would not cover sponsorships of new members
- Lisa motioned to approve proposal just to offer introductory membership rate for \$20 for one year.
 Muriel seconded.
 - o Kate: Point of order, we need call for final discussion
- Steven: Can we take another look at the proposal?
- Muriel: When we're doing member-introductory rate, is it for those who are completely brand new or those who have left and come back?
 - Hope: It is for those who have never been part of WLA before; though we aren't intending to police (it could very well be for someone returning after a long time)
- Steven: When would this go into effect?
- Kate: We can figure out the back end with the Committee after conference
 - o Kate: Would this be a temporary change?
 - o Hope: This is meant to be a permanent change which would then be revisited periodically
- Kate: I'm worried we'll be taking a knowledgeable financial hit? If the intention is to lower barriers, we may have overstepped. I'm not saying that it's the case, but I want to put it out there for discussion.
 - o Hope: I respect that it is an impactful financial issue
 - Brianna: The amount is lower, but the rational is to even it out with more new members; that
 \$20 introductory rate for first-time members
 - Would it be possible for members to sign up for two-year commitment? One year introductory/second year
 - Muriel: If they dropped off after a year, would we have gotten that \$20 in the first place. Can we look at new members from this year or 2019 as a more standard year and see how much they paid and see how much we would have lost with the \$20 rate?
 - Erica: I'm wondering if there's a way within the form to sign up for that \$20 new membership,
 and then donate the difference? Could someone who can afford the full price be encouraged to donate the difference? We may not lose all of that money
 - Kate: Could we push this off to give time to Member Services time to add to the proposal to explore these numbers?
- Brianna: Point of order, it looks like we'll table the vote

EDI and BIPOC Mentorship Discussion

- Amanda realized during the EDI discussion in this meeting that the mentorship model wasn't modeled off of anything BIPOC-focused. Thinks it would be good to take a new look at it next year.
- Amanda works with CiKeithia at SPL; she wonders if maybe it would be a good idea to run the idea of a BIPOC-centered mentorship program past her.
- Amanda: What are the board's thoughts on a BIPOC-centered mentorship program?
 - Brianna: To clarify, there is no action item for this, but we're looking for discussion, questions, or thoughts
- Amanda: Does anyone have experience or thoughts on a BIPOC-centered mentorship program?
- Elena: I personally have greatly benefited from being part of a faculty of color mentorship program in the past, and think it would be great to have this for librarians. Since that was faculty focused, I did feel like as a librarian it wasn't quite for me.
 - WLA could help fill that void
- Amanda: Do you have contact information for those who formed that mentorship program?
 - o Elena: It's been awhile, but I can get that contact information
- Emily: Not all mentors were BIPOC, but I've participated in an ACRL BIPOC-centered program, so there may be information from them
 - Would there be ways to build upon what you have done, rather than two separate programs; perhaps matching mentors-mentees based on their affinities or having separate tracks?
- Amanda: I've been looking at others; they have built-in other factors that go above-and-beyond, such as stipends for mentors, free conference attendance for mentees; providing equity
 - o It could be a similar format, but would need to be structurally different, so would it be good to have a consultant come in? Having people identify in the application didn't feel like enough
 - o I spoke to someone at ALA, and they recommended I approach the board
- Brianna: I agree with Emily that you have done a good job of revamping the program; there is a branch division for School Librarians, so there is the possibility of building on the foundation Amanda has already created
- Elena: Having a pre-conference space that is tied to that mentorship program would be good to implement, as a BIPOC-centered program would have different programs and presenters that address their needs
- Amanda: If anyone has more thoughts or contacts, please email the PDC and join us at our monthly meetings

Conference Timing Update

Brianna Hoffman

- We had a conference location for 2021, but not a conference to really have due to safety concerns; we thought outside of the box and had conversations about moving the conference back to spring
- We sent out a flash survey that garnered about 400 responses that demonstrated a preference for spring
- The 2016 survey (600 responses) also showed a good response for spring
 - Kate: It was a joint effort with WSL and when we pulled up the raw results recently, we found that Spring had actually been the #1 choice while fall was the #2 choice; we found that we needed updated data, and that was where the flash survey came from.
- Brianna: We contacted our Bellevue facility and they agreed to move us to May 2022
 - If we had not moved, we would have had a pretty substantial fine that would have been devastating for the association
- Bellevue agreed to move us to Spring 2022, which had a domino effect on Wenatchee for 2022 and Spokane 2023. Luckily, both facilities in both places pushed our dates: now Wenatchee is Spring 2023 and Spokane is Spring 2024.

- We're excited to move to spring. We had a spring conference up through 2017, and opportunities shift around depending on the time of year the conference takes place.
- We pared the 2021 program down, knowing that we would be moving into the spring
 - We have 30 hours of professional development content
 - o Pre-conferences and in-person programs have been moved to spring
- Ahniwa: Thank to everyone who worked on making that happen; as a college librarian, it's been difficult to get people signed up for conference activities in the fall.

Old/Ongoing Business

Elections

- Danielle: Congrats to the winners
- Brianna: Yes, thank you to everyone who put their hat in the ring; We had some really good, contested
 races; we'll be reaching out to those who weren't successful as their running shows us they want to be
 involved
- Brianna: I want to acknowledge there were six or seven students among the different positions up for election

2021 WLA Conference Updates

Brianna Hoffman

 Brianna gave a summary of all the events and asked that board members register and join in on live sessions if they were able to

ALA Councilor

Steven Bailey

- LibLearnX (ALL new January event that replaces "MidWinter") has moved to a virtual conference due to COVID-19 pandemic as well as political situation in Texas
- Registration opens October 15
- ALA is still planning its Annual Conference for June 2022 in-person in Washington D.C.
- Another window has opened Sept 28-Oct 13 for the remaining funding in the Emergency Connectivity
 Fund within the American Rescue Plan Act. The fund included over \$7 billion to purchase connective
 devices for all library types, but only about \$5 billion was requested and approved. This application
 window will cover the remainder.
- ALA President Patty Wong has elected to start bi-monthly conversations about broadband and digital skills training on Instagram (Connectivity Corners). She talked with a library a couple weeks ago on ECF
- Transforming ALA Governance, the Task Force that has been charged with moving process of Forward
 Together forward has ALA incoming president part Lessa Kanani'opua Pelayo-Lozada of that Task Force
 https://forwardtogether.ala.org/index.php/tag/
- Kate: Any idea of the fate of National Legislative Day, especially with the 2022 Annual Conference being in Washington, DC?
 - Steven: No news just yet

Closing Questions/Comments

- Ahniwa: What is the best way to get changing the Leadership Reports on our Agenda?
 - o Kate: No reason that we can't do that in between board meetings
 - o Erica willing to work on a draft of the form
 - o Conversation can happen behind the scenes
- ALD/ACRL-WA & ACRL-OR Summit registration is now open, which will be coming up on November 5
- Ahniwa: Please join us for open mic night this evening; you don't have to be registered for the whole conference to perform or attend.

Danielle called for motion to adjourn.

Ahniwa motioned. Alycia seconded motion. Meeting adjourned at 4:37 pm





JULY BOARD MEETING NOTES

July 27, 2021 • 2:00pm-4:00 pm • WLA online meeting room

Present Board: Danielle Miller, Emily Keller, Ahniwa Ferrari, Rebecca Wynkoop, Steven Bailey, Alycia Ensminger, Muriel Wheatley, Erica Coe, Marissa Rydzewski

Present Section, Division & Committee Leadership: Amy Thielen, Jacob Lackner, Jannah Minnix, Lydia Bello, Nic Figley, Rhonda Gould, Sara Pete, Sharalyn Williams, Ryan Grant, Shawn Schollmeyer, Angi Anderson, Elena Maans-Lorincz

Present Staff & Advisory Positions: Brianna Hoffman, Jane López-Santillana, Carolyn Logue, Hannah Streetman, Kate Laughlin

Notetaker: Lesley Bourne

President Danielle Miller called the meeting to order at 2:02 p.m.

Executive Director Brianna Hoffman covered protocol tips for board meetings for new members:

- There is a nine-person voting board who are allowed to vote on action items; however, discussion is still encouraged
- For accessibility, please state who you are before you speak as a courtesy

Danielle asked for points of suggestion/edits to the prior board meeting minutes from April 19, 2021

No suggestions or edits offered

Danielle called to approve April 2021 minutes.

Steven Bailey motioned. Ahniwa Ferrari seconded. Board voted in favor to approve minutes.

Executive Director Report

Brianna Hoffman

Dashboard Report

- All four divisions have grown
- Need to look at business members
- 65 days until conference in Bellevue
- Accepting nominations for WLA Elections there are three Open Houses July 28-30
- ALD/ACRL-WA is having one-day virtual fall summit with ACRL-OR as is tradition

501c3 Transition Update

- Still Currently still in 501c4 status
- WE finally have received our draft application as of this morning, which will be sent to the board after today's meeting
- After reviewed and approved by board, that application can be submitted
- Becoming a 501c3 will help us tremendously with grants and securing donations

WLA Investment Firm Transition

- WLA Finance Committee did RFP for new investments, and we are now with Bear Mountain Capital
- BMC does a great job of caring for smaller firms like WLA
- Representative is Johnny Johnson; was recommended by 501 Commons
- We will likely have him at the fall board meeting or the January 2022 board meeting

Legislative Report

Carolyn Logue

- Has end of year report submitted to Alki, along with final Bill report
- Need to work with WA School Directors Association; School Library Division is set up to present at their conference this year
- Public libraries are sort of opening, watch for guideline changes
- Grants for broadband starting to come through, as well as 1-1 devices for schools
- Otherwise, things are very quiet!
- Brianna: Do you have ECF information to share?
 - Not a lot of details, other than getting information out to membership
 - O Applications are due Aug 18; more details in Steven's ALA Report

New Business

WLA Merit Awards Task Force

Emily Keller

- Huge thanks to committee members: Heather Newcomer, Sara Pete, Jannah Minnix, Beth Bermani, Elizabeth Roberts, and Ryan Grant
- Awards are wonderful way to share what's important to WLA from around the state and live our values;
 however the Awards process has needed to be refreshed
- The biggest problem found by the Task Force is that nominations have been lacking, so they looked at how to streamline the process while ensuring that EDI was front and center
- The scope of this Task Force did not include looking at Book Awards or CAYAS Awards
 - o The product that comes out this Task Force will be shared with those committees
- Main changes to Awards include:
 - Remove requirement that you have to be WLA member to nominate, be nominated, or help in review process
 - This will broaden opportunities for those who cannot afford WLA membership
 - O Consolidation of a couple School Library Division awards: awards seemed skewed towards leadership positions rather than library workers
 - O Committee procedures: still being worked through, but aiming for consistency, equity, and good communication
 - o Ensuring outreach during nomination process, highlighting winners in local communities
- Hoping that some of these changes can be rolled out for this upcoming awards cycle and continuing next year
- One question from Committee to Board was around suggestion that we create an EDI Award
- Feedback from Leadership?
 - O Danielle: Supports offering WLA membership as a reward, and removing WLA membership as a requirement for nominating/being nominated

- Kate Laughlin: Agreed; however, there is language in bylaws around requiring membership to participate in committee, so that needs to be kept in mind
- Elena Maans-Lorincz: I also like that idea! The award including membership to WLA and removing the requirement to be a member is a great suggestion. Consolidating awards was a good suggestion as well
- Shawn Schollmeyer: I've been thinking about the membership restrictions around involving more trustees and friends
- Ryan Grant: In the ScLD we feel like we could do some good communication with PTA groups, etc. asking them to nominate; it plays well with our legislative strategy, too, to make connections with other advocacy groups.
- O Jannah Minnix: Depending on what modifications are adopted, could we possibly make a brief informational video explaining the "new" ins and outs of award nominations? Wondering if there are more ways we can make the paperwork of it less intimidating.
- Brianna: Emily and Ryan, what's our proposed timeline? Right now it aligns with conference
 - Ryan: School librarians aren't really looking at email right now; thinking about having it open all
 the time, but then that could water down the communication
 - O Danielle: Could you take award nominations in the spring and hold on to them until the fall?
 - Ryan: Definitely doable
 - Rebecca Wynkoop: we had talked about eventually accepting nominations in winter/spring for a spring announcement/celebration and also celebrate in fall
 - Ryan: This would work well, and we don't want to lose the conference piece
- Alycia Ensminger: Would be worth announcing this at conference?
 - O Danielle: Could be brought up during divisional unconferences to perhaps discuss EDI Awards
 - o Kate: Is that something the Task Force could help us with at conference, such as generating discussion questions or even co-facilitating with Division leads during their unconference sessions?
 - Emily: We'll need to check with the task force committee; Task Force was initially slated to wrap up mid-July
 - o Shawn Schollmeyer: Is there a possibility we could have an unconference for a section?
 - Brianna: Absolutely, Shawn! We can look at doing that!
 - Shawn: This would be a good topic for trustees and friends and help communicate award opportunities.
- Emily: As for what to name an EDI Award, I've see the term EDI-AR. What terms will be floating around in six months to a year? Also, what do we award to the winner? Not that things have to be written in stone. Sara Pete has pulled together language that other associations have used that we can put in front of membership that they can then react to

WLA/OLA Joint Conference Discussion

Brianna Hoffman

- Background that OLA and WLA have a history of doing joint conferences about every 5 years. Last two were in 2013 and 2019
- Wanted to bring it up to the board to see if we want to maintain this tradition (and how)
 - o In 2019, we had 900 attendees, with more OLA than WLA attendees
 - OLA has conference locations listed in 2025, and WLA has been looking at 2024 in Vancouver, which prompted this conversation
 - PNLA is doing joint conference next year with Montana and Great Mountain Plains library associations
 - O We have not approached OLA for 2025 when they'll be in the Portland area, as we're not sure their conference site will be big enough; additionally, they have their conferences in the spring

- Joint planning is difficult as policies and procedures are different
- O However, it's great to bring our associations together as it can be an enriching experience
- O What are we feeling?
 - Kate Laughlin:
 - I helped plan at 2008, 2013, and 2019 conferences
 - It is a very difficult process as OLA does not have office or staff
 - The one current staff member is looking at retirement
 - Profit was weighted to WLA due to office support
 - WLA usually has to cover the gap in work and when the conference will occur
 - Would caution against continuing to go with it due to tradition, it seems like there are other ways we could be partners
 - We ruled out Janzen Beach for 2019 joint OLA-WLA Conf due to capacity, so unless they've done some expanding, it is probably too small.
 - 2019 Location of Hilton Vancouver, we were bursting at seams but additional hotels will have opened by 2024+
 - Jane López-Santillana:
 - PNLA has been struggling with what to do with conferences; it has started to move away from shared conferences as they are difficult and usually cost more
 - PNLA is looking at moving conferences into fall (they're typically in the summer), and considering how it would affect other associations who also hold conferences in the fall, such as WLA
 - They're looking at 2022 in Missoula, 2023 in Idaho
 - They're not ready to jump into co-conferencing at this time
 - Rebecca Wynkoop:
 - Felt the 2019 conference was great and loved the networking
 - Shawn Schollmeyer:
 - Is there any benefit to partnering with a virtual platform or act as a supplement on partnership programs? Like a mini WA conference in the spring with Oregon. Maybe even on a specific aspect such as just school or public libraries?
 - Brianna: This has been briefly explored. Eastern OR Library Association has done this.

■ Elena:

- As someone who attended 2019, I loved attending that conference and meeting attendees from 2019
- But at lunch times, you had to hustle; it was really crowded and you had to factor that into your day-to-day; I see the potential issues with continuing to host a joint conference
- I'd be interested in having creative conversations with them; maybe offering membership discounts for them to attend our conference and vice versa --(Reciprocal rates)
- Jane: Organizational registrations for conferences have been really well received. It is something to add to this discussion.
- Elena: What if for the Spokane conference we did some cross-promotion or collaboration?
- Erica Coe:
 - And we could also present at each other's conferences.
- Ahniwa Ferrari:
 - Any reason we talk about Oregon but never Idaho?
 - Brianna: Not sure; I know their association is also very small

- Kate: May be worth checking in with them, or Inland Northwest Council of Libraries (INCOL)
- Nic Figley: I feel like a lot of professionals move north and south between WA and OR job wise...perhaps that's part of it?
- Ahniwa: Hard to argue with the I-5 corridor but I hate to leave out folks east of the mountains
- Kate: Their conference is usually in October (or at least has been in the past)

■ Emily Keller:

- I don't think we can underestimate the impact of those organizational differences
- WLA has worked to have an office to support it; the work of the office adds professionalism to the whole process so that you want to be involved
- My sense from the outside was that it was arduous because we're so dissimilar.
 - Kate: It becomes much heavier load for WLA office and committees

Ahniwa:

 I also liked the 2019 conference and enjoyed the joint conferences in general but maybe it is Oregon's turn to change when we have it next time; not sure the onus needs to be on us every time. I find it disruptive when we do something like Fall 2018 / Spring 2019 / Fall 2020.

Shawn:

- It's gotta be really challenging for Oregon to organize a conference when their libraries have been struggling for support the last few years.
- Jannah Minnix: True, Shawn. Most of the libraries I've been reading about getting shut down on the West Coast over the past couple of years have been in OR.

■ Rebecca:

- How do we weigh the frustrations vs. the benefits?
- Brianna: Not sure, but I think we could get some really great benefits without full-blown conference experience
- Kate: Ahniwa made a good point of next time Oregon making the change

■ Jane:

- If we are holding a hybrid format conference, perhaps we could partner on the virtual offerings but separate the in-person experience? That could support both organizations.
- Brianna shared that if you have other thoughts to please contact the office

2022 WLA Elections

Brianna Hoffman

- Elections Open Houses are this week on July 28, 29, and 30
- Times are staggered to allow more members to be able to attend
- Nomination form is open through August 11

Old/Ongoing Business and Updates

2021 WLA Conference

Hannah Streetman

Moving forward with hybrid event, both in-person and virtual

- In-person attendees will also have virtual access
- Virtual attendees will have live streamed keynotes and on-demand sessions
- It looks like we'll have a full-capacity event at the Bellevue Marriott
- We are not requiring vaccination, but we are tracking vaccination status; in the event there is an
 outbreak, we'll have that information for contract tracing; the information will be discarded after
 December 1, 2021
- Early Bird registration closes Sept 1.
- Online registration currently sits at 5 registrants; In-person sits at 29 registrants; these numbers are a bit lower than usual, but that may be due to potential attendees trying to get travel approved
- We have conference grants this year for BIPOC members and members financially impacted by COVID-19
- Conference is one day shorter
- Board meeting is on Thursday, Sept 30, from 3-5 pm
- Our welcoming keynote is still TBA; our first two choices have declined to participate
- Ijeoma Oluo and Tracie Hall will be Friday's lunch keynote; the conference will also include top events such as the CAYAS author breakfast; merit awards/scholarship luncheon; and a gaming panel during Saturday's banquet that includes author Brittney Morris (SLAY)
- LibraryCon on Saturday will be convention within the conference filled with activities following the gaming panel
- We'll start sending registration reports soon; most popular sessions right now include:
 - o "The Post-Pandemic Library: Blending Virtual & In-Person Services for Flexible Community Connection"
 - "Trauma-Responsive Tools for Serving the Public"
- Jannah Minnix: Just make a note, anyone who installs Whova on a mobile device, that if you allow it to send you notifications about the conference it WILL ping you ALL YEAR with their OWN news.
- Elena Maans-Lorincz: Great committee; get registered early if you haven't done so already
- Jacob Lackner: One of our members was asking about the possibility of volunteering at the conference?
 - Hannah: Information will be sent by volunteer co-coordinators to registrants after Sept 1st

2021 WLA Career Lab Recap

Hannah Streetman

- Career Lab went very well; born out of 2018 conference in Yakima
- We moved it outside of the conference this year and had 114 attendees, plus 38 separate attendees for the "Why Work in Libraries?" session
- It was free for all members and nominal for non-members
- While we tried to gear it toward audiences outside of libraries (such as high school students), the bulk of attendees were numbers
- Most popular session was "EDI at Every Level of Your Library" (70 attendees), while the smallest session was "Interview Speed Dating" (8 attendees, but in evaluations several people said it was their favorite session); "Asynchronous Resume Review" was also very popular

ALA Update

Steven Bailey

- Most recently, ALA held annual conference (virtually) June 23-29
 - o 9,000 attendees (typically, conference sees twice that amount in-person)
 - Speakers list was fantastic; it included but wasn't limited to: Amanda Gorman, Stanley Tucci,
 Christopher Wilkerson, Charles Person, Pres. Barack Obama, Danny Trejo
 - O Interested potential attendees are still able to register for it at a discount, through next year
- Ongoing information for Forward Together can be found at: https://forwardtogether.ala.org/

- o FT Resolutions Working Group
 - Has brought forward resolutions
 - One had to do with Round Tables (strategies, minimum numbers) which was approved
 - ALA Council is having trouble dissolving itself, but the hope is to have a future body that looks like Council but is much reduced
 - Decision was not made at ALA Conference, but there will be a new Task Force that will make announcements at LibLearnX in winter
- Conference Carbon Neutrality by 2025 goal introduced at ALA Council
- Big news coming out of conference re: legislation Build America's Libraries Act is getting a lot of
 pressure as it makes its way through Congress as part of Infrastructure Bill that would help rebuild and
 reimagine libraries across the country; ALA is asking for your support!
- Emergency Connectivity Fund (ECF): America Rescue Plan passed in March included \$7 billion for the ECF to improve broadband and provide devices (note: it is outside of the e-rate program)
 - Libraries and schools can apply by August 13
 - O ALA has an Instagram Live event July 29 at 11 a.m. PT
 - https://www.ala.org/news/press-releases/2021/07/ala-host-emergency-connectivity-fund-qa-instagram-live-event-libraries
 - Senator Ed Markey (D-Mass.), Senator Chris Van Hollen (D-Md.), and Representative Grace Meng (D-NY) introducing the Securing Universal Communications Connectivity to Ensure Students Succeed (SUCCESS) Act. The bill would extend the Emergency Connectivity Fund by five years and provide \$8 billion a year to libraries and schools for connectivity off-campus
- Banned Books Week is coming up! (https://www.ala.org/advocacy/bbooks/banned)
- Calls for nominations for the "I Love My Librarian Award" (http://www.ilovelibraries.org/lovemylibrarian)
- Steven's term is coming to a close, but he will be standing for re-election for 2022-2024

Closing questions or comments

- Kate: I encourage folks to look at the conference site (https://www.wla.org/2021-wla-conference); also, try to bring someone new to the conference!
- Emily: Do we know what time the board meeting is on Thursday, Sept 30?
 - O Brianna: 3-5 p.m.
 - O Brianna: We'll also be looking for dates for WLA Leadership Retreat soon

Danielle called for a motion to adjourn the meeting.

Alycia Ensminger motioned. Muriel Wheatley seconded. Meeting adjourned at 3:33 p.m.

WLA Leadership Reports

Please select your position.	Your name:	What is the Division/Secti on/Committe e/Officer's mission?	What are the goals the Division/Section/Co mmittee/Officer plans to accomplish in the next quarter?	In the last quarter, what activities has the Division/Section/Committee/Officer participated in to fulfill its goals? How many Division/Section/Committee members are active in each activity? If you are an Officer, what meetings or other events have you attended?	In your position or group, what steps have you taken or are planning to take that contribute to WLA's prioritization of equity, diversity, and/or inclusion?	How does the Division/Section/Committee recruit new members and engage non-active members? (Officers may skip this question.)	In the last quarter, how has the work of the Division/Section/Committee/Officer fit in with its mission and goals?	Goals or activities to accomplish by the next Board meeting:
Conference Planning Committee Chair	Elena I. Maans- Lorincz		Continue to finalize and plan the WLA annual conference.	We have continued to hold our once a month meetings, and committee members are diligently working on their individual tasks and roles.	lense when			Continue to fine-tune the details and planning of the conference.
School Library Division Chair	Sarah Logan	The WLA School Library Division provides networking opportunities and professional	In the next quarter, we will focus on Ryan (incoming chair's) goals for 2022 and how to best set up the leadership team for success. Some possible areas of	We currently have 4 mentees participating in a robust mentorship program that includes synchronous meetings as a group and individual	We are still offering BIPOC member scholarship s until they are gone. We will include	This has been a challenge, especially with the strain all educators have faced during the pandemic. We use our ListServe as our	Our teacher librarian mentor program is probably the most significant fit with our mission as it completely supports our mission.	We will enter 2022 with a solid plan of action as Ryan takes the reigns!

		support for teacher- librarians and library paraprofessio nals, administrator s, teachers and parents. Together we work to ensure that Washington's students are effective users and producers of ideas and information by providing: support for information and technology literacy instruction reading advocacy for lifelong learning and enrichment equitable access to information resources and services	involvement for our members, and improving our teacher librarian mentor program based on feedback from its initial	monthly meetings with experienced teacher librarian mentors. We have started laying the groundwork to improve our division website and hope to really work to improve our advocacy resources. We also are working on ways to expand our committee and create more opportunities for members to get involved in WLA. We are jointly hosting a panel discussion with CAYAS that we hope will allow public and school librarians to have a better understanding of their counterparts. There is another roundtable focused on media literacy coming up with librarians from Bellevue college following their survey of secondary educators and how media literacy is currently taught in high schools.	resources related to equity, diversity, and inclusion in our advocacy resources as they are updated.	primary recruitment and communication tool, with social media as a secondary method of communication.	
Professional Developmen t Committee	Summer Hayes	The Professional Development Committee oversees the	1) Continue to refine elements of the WLA scholarship process (make changes to the evaluation rubric,	mentors. Reviewed 16 scholarship	cohort of the mentor program did	This has not been a priority for the committee this year. Our focus	

		as assigned. The committee actively works to ensure its programs and activities are aligned with WLA's commitment to Equity, Diversity, and Inclusion.	clarify elements of the scholarship application, develop a Q&A session for potential applicants) 2) Launch first cohort of WLA mentor program. 3) Develop methods and strategies for centering BIPOC members in the mentor program. 4) Develop virtual meet-up program for current and potential participants in the member program.	awarded scholarships to six recipients.	adequate method of identifying, and thus matching, BIPOC members. Our goal for 2022 is developing a method of capturing this information so we can successful pair BIPOC mentors and mentees.	committee work, and launching the mentorship program.	
WLA Board Member	Rebecca Wynkoop	ScLD Board Director	We will be transitioning leadership to a new Board Director, building a larger team for our WLA ScLD social media responsibilities and preparing to promote NEW ScLD awards/nominations.	I meet monthly with the Advocacy committee. I meet 2x/month with the ScLD division leadership. I am on a team of 3 who run our WLA ScLD social media content.		We have a new BIPOC scholarship for ScLD that has been receiving applicants.	

LISS Chair	Jacob Lackner	To advance the interests of LIS students in WLA.	Host a lunch and learn and or social gathering.	We launched a conference scholarship.	Recruiting diverse speakers.	Advertising through iSchool mailing lists.	We've done our best to include students and give them a voice.	One new event.
Academic Library Division Chair	Amy Thielen	communicati on among academic and research library workers; to encourage	In the next quarter, ALD/ACRL-WA plans to host a joint virtual one day summit, "Old Spaces, New Spaces: Reimagining the Boundaries," with ACRL-OR in November and award conference grants to members to attend the virtual summit. We also plan to publish the division/chapter newsletter in November and host two virtual drop-in discussion sessions for division members: one on instruction in October and one on reference in December.	virtual discussion session for division/chapter members on reopening plans, and offered complimentary ACRL e-learning webcasts for members: "The Scholarship of Teaching and Learning: Parts One and Two" and "Media Reserves." The ALD/ACRL-WA	g and training that support EDI initiatives. We will be awarding conference grants for non-WLA members and LIS students to attend the joint virtual	meetings and discussion sessions on a variety of topics in hopes of gaining feedback from new or non-active members and appealing to a wide variety of members. We also hope that by offering a	drop-in discussion session on reopening plans and division-wide membership meeting, ALD/ACRL-WA members had a chance to exchange ideas/perspectives with one another and learn from fellow members in support of improving library services for their patrons. Offering the	N/A - final board meeting of the year

				quarterly board meeting. I submitted the annual ACRL "Plan for Excellence Report" for state chapters on behalf of ALD/ACRL-WA.				
WLA Board Member	Danielle Miller	To work with the Board and Executive Team to set directions for WLA, participate in planning, financial planning, advocacy, and communicati ons.	Participate in WLA annual conference, Board retreat, facilitate board meeting, attend committee meetings, plan for continued EDI initiatives/possible trainings/collaboration with WSL.	Facilitated board meeting, attended committee meetings, met re: status of WLA annual conference, met re: EDI initiatives and collaboration with WSL, wrote article for Alki, participated in advocacy for Build Americas Libraries Act including Op Ed for Seattle Times.	Planning for future EDI trainings and collaboratio n with WSL, training at Board retreat.		Supported WLA initiatives moving forward including conference planning and COVID, 501(c)3 transition, ongoing programming, and EDI initiatives.	Prepare for board retreat and succession planning.
WLA/PNLA Representati ve	Jane López- Santillana	PNLA is the oldest regional library association in the US and the only binational association. Membership includes library staff from Alaska, Alberta, British Columbia, Idaho, Montana, Oregon and Washington.	Various PNLA positions need to be filled for the next term, beginning in 2022, including Representatives for Idaho and Washington, a treasurer, and several student representative positions. Longtime PNLA member and former president Rick Stoddart is leaving PNLA due to moving out of the Pacific Northwest. This is a	PNLA met on August 10 and the next PNLA Board meeting will be held October 12 at 10am.	working on	follows: President: Nicole Thode (WA) President Elect: Calvin Woltjer (MT) Second VP and Chair: Ilana Kingsley (AK) Treasurer:		WLA needs to identify a new WLA/PNLA Representative for the next term, which begins January 2022. I have begun the conversation with Brianna Hoffman and PNLA provided a roster of current Washington

PNLA	big loss for the		Christina	PNLA
provides profession		making. These	Brischetto (WA)	members.
and soci		positions		
forums f		would have		
librarians		a term		
library	is under way. Still	duration of		
workers		1 year and		
library	to city locations and	would be		
supporte		coordinated		
PNLA	have those	by the		
promote	es confirmed by the	PNLA Vice		
commur		President.		
on, joint				
advocac		PNLA		
open de		Young		
networki		Readers		
support		Choice		
informat	ion	Committee		
sharing,		Chair is		
including		researching		
Jobs Bo		the		
Confere	nces,	provenance		
Young Readers		of their Native		
Choice		American		
Awards,		logo to		
Leaders		verify		
Institute		whether it is		
PNLA		appropriate		
Quarterl	V.	to use the		
		logo. She is		
		in		
		communicat		
		ion with the		
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		is attributed		
		to seek		
		permissions		
		for use and		

					offer appropriate compensati on. PNLA is drafting a Code of Conduct that will apply to PNLA conferences , setting expectation s for EDI and conference behavior.		
WLA Board Member	Emily Keller	To support the President and the work of the Board	Chair the Awards Committee	The Awards Task Force completed its work and made recommendations to the board. Many of these recommendations are being implemented in this awards cycle. Others will require more work in the future.	Many of the Awards Task Force recommend ations were related to creating a more equitable process and more diversity of nominees/a wardees and to reward work that advances EDI in libraries and in the Association.		

Public Library Division Chair	Carol Ellison	The WLA Public Library Division (PLD) facilitates collaboration between public libraries, shares knowledge on innovation and advancement s in library service, and represents the interests of public library staff, Friends, and Trustees within the larger organization of WLA.	tomorrow (Fri. 9/24). Host a successful unconference session at the WLA virtual conference next week (Fri. 10/1). Have a successful succession/leadership handoff at the end	conference, then planned for when it switched to virtual, and also planned the membership meeting that takes place tomorrow.	This is something we are exploring; one thing is ensuring close captioning is available to everyone who needs it any time we host a virtual event.	We make our membership meetings open to those who are not currently members, in order to bring us broader exposure and serve as a potential recruitment tool. Making the unconference session open to all, we hope to expand our reach further.		Host a successful membership meeting tomorrow (Fri. 9/24). Host a successful unconference e session at the WLA virtual conference next week (Fri. 10/1). Have a successful succession/le adership handoff at the end of the year to incoming leadership.
WLA Board Member	Muriel Wheatley	in Board activities and communicati ons, chair the	Hold monthly Financial Committee meetings, finalize a draft of the WLA Financial Policy, finalize a draft of the 2022 WLA budget, work on 501c3 planning.	Attended the July WLA Board meeting, participated in the WLA Elections Open House, attended the emergency board meeting concerning the WLA 2021 conference.	I've started working on Multnomah County Library's self-paced EDI training, "A Toolkit towards Racial Equity - Inclusion and Belonging: More than		The work toward transitioning to a 501c3 and finding a stronger investment strategy should provide WLA with more funding for continued EDI work and supporting our members.	Finalize a draft of the 2022 WLA Budget, work on 501c3 transition planning and brainstormin g, finalize a draft of the WLA Financial Policy, continue to learn more about the WLA as an

		Mission and Vision.			Just Words."			organization and how it operates.
WLA Board Member	Alycia Ensminger		Continue to stay active and engaged in upcoming board, division, and committee meetings and 2021 Conference; explore opportunities to engage in other committees for 2022	Attended August Marketing & Communications Committee meeting; attended the latest Library Crawl hosted by SpLD; attended strategy meetings regarding the upcoming WLA conference	Currently taking leadership and EDI training outside of WLA with the goal to strengthening efforts that the WLA and its board already have underway	n w a C p	Contributed to social nedia strategies within the Marketing and Communications Committee; participated in ongoing Division programming	Stay engaged in library
Member Services Committee Chair	Hope Yeats		We have a draft of a proposal to create a new reduced introductory rate for first-time members that we would like to submit. Also, we are planning on working with the Exec. director and the front office to begin pursuing collaboration with the	discussion with several academic				Put forward Intro Rate Proposal, potentially create a Directed Fieldwork or Capstone project for UW students.

			University of Washington on the development of a state-wide benefits and salary survey for all WA library workers.	the possibility of allowing member access to their collections as a member benefit.			
CAYAS Chair	Nic Figley	Promote excellence in library service to children and young adults in Washington State. Work for recognition of work with children and young adults as a service specialty. Achieve a standing equivalent to other service specialties in library classification, salary schedules and promotion. Encourage, promote, sponsor and report workshops, training sessions and continuing education	Complete Stephanie Zero's workshop and get Brandi Gates' workshop back underway. The ischool liaisons will be planning other goals if the Booktalking with the Best session is not a viable event to plan anymore. Getting our social media up and running again is on the radar as is planning a Spring 2022 member survey (follow up to the last 2019.)	section this quarter. Our Chair Emeritus, Beth Bermani, needed to step back for personal reasons, as did another of our committee members, Carriann Gray. The STEM workshop Brandi Gates and Carriann were going to work on together has been paused for the moment.	We're still exploring how to best make recordings available for people who want to remotely participate in workshops in the future.		Put on the author breakfast event at the 2021 conference. Hold a workshop on October 27th. Have a committee meeting to plan for 2022 and layout goals for ischool liaisons. Revisit STEM workshop planning for 2022. Discuss how to improve members who run for committee positions and submissions for our visionary service award.

		programs for those working with children and young adults. Encourage, promote and develop cooperation with all agencies serving children and young adults. Encourage new members to become active participants in our professional organizations . Recruit children's and young adult librarians.		Booktalking with the Best—we are now in the process of rescheduling this though for 2022 (if possible). Nic and Brandi also spent time searching for an author to speak at the Author Breakfast for the 2021 conference—the choice locked in is Kelly Jones (of the Unusual Chickens for the Exceptional Poultry Farmer series that was part of the 2019 Global Reading Challenge!)			
WLA Board Member	Steven Bailey	The ALA Councilor acts as representativ e and liaison between WLA and ALA; promotes membership and interest in ALA and its activities; and supports	I will attend any special sessions of ALA Council called to discuss the work of the newly-formed committee (TAG) that will carry on the work of the Forward Together Resolutions Working Group ahead of the virtual LibLearnX conference in January; I will attend	I wrote an article updating WLA membership on ALA news, published in the July 2021 issue of Alki. And I investigated various ALA committee opportunities ahead of the 9/30 deadline for appointment consideration.	ALA's discussion of a structural reorganizati on is grounded in discussions of increased equity, access, inclusion, and representati	As Chapter Councilor, I continue to expand my knowledge and understanding of ALA, including current issues, initiatives, and strategic planning; and I am exploring new ways to effectively communicate information about	Attend any virtual ALA Council sessions this fall, attend the 2021 WLA Virtual Conference, attend the WLA Board Retreat in October, and continue to

WLA	the WLA Virtual	on for all	ALA to the WLA	stay engaged
strateg	ic conference 9/30-	ALA	Board and	on issues
plannin	ng 10/2, including the	members.	membership.	related to the
proces	s and WLA Board meeting,	Engaging in		health and
special	and preconferences.	this work		success of
project	S.	means		the
		prioritizing		Washington
		equity		Library
		issues		Association.
		throughout		
		the		
		profession.		

PROPOSAL FOR A REVISED POLICY

TO: WLA Board

FROM: WLA Member Services Committee

Hope Yeats, Co-Chair

Sharalyn Williams, Co-Chair

DATE: 30 September, 2021

POLICY TITLE: Introductory Membership Rate (\$20.00) for New WLA Members

RATIONALE FOR REVISED POLICY:

We believe that offering a reduced introductory membership rate (\$20.00) for new WLA members can help to address a barrier to access to professional development and career advancement opportunities for library workers, and may help the library association grow both membership in general and diverse membership in particular.

One of the many ways institutional racism and classism crops up in modern library work is cost, or the concept of pay to play.

"Librarianship assumes access to wealth or tolerance for debt to afford tuition, professional membership, and service opportunities. If I activate my American Library Association membership for all divisions and sections applicable for my job, the annual fee would come to \$223 USD. This does not include conference registration fees, travel costs, a safe place to rest, or food. Activity in local and regional groups varies in cost, depending on the organization's philosophy." - Angela Galvan (2015)

While WLA offers affordable rates to students and allows people to pay dues based on their salary, library workers who may not be able to afford or are not interested in going to graduate school cannot take advantage of the student rate, and when asked to consider the cost of joining and the wages they make vers us the benefit of WLA membership may opt not to spend money without knowing what they'll get for it. By offering a reduced introductory rate comparable to the student rate we can offer potential members a lower-stakes entry into membership, which allows them to explore WLA's offerings and decide whether to continue with the organization and become more involved.

POTENTIAL IMPACTS:

- Discontent from current members Our membership dues are already based on an honor system where
 we trust members to choose the dues level associated with their salary, and we don't check the amount
 people pay. Current members can always reach out to the WLA front office or the Member Services
 Committee if they wish to retain their membership but cannot afford their dues.
 - O Additionally, in our country-wide library association survey we found four state associations already offering introductory rates (Arkansas, Nevada, New Jersey, and Utah) and have seen no evidence of a negative impact on current or returning members.

• Lower revenues - a possibility, but may potentially be mitigated by an increased number of first-time memberships.

DESIRED OUTCOMES:

- More access to the library association.
- Increased interest in joining the association.
- Increased interest in participating in association activities.
- Increased membership.
- More diverse membership particularly BIPOC, paraprofessionals.

WORKS CITED:

Soliciting Performance, Hiding Bias: Whiteness and Librarianship – In the Library with the Lead Pipe

FURTHER READING:

<u>Increasing Ethnic Diversity in LIS: Strategies Suggested by Librarians of Color1 | The Library Quarterly: Vol 78, No 2</u>