

Midwest Collaborative for Library Services
Board Meeting
Online via Zoom
May 11, 2020
Meeting Minutes

- I. Call to Order – Meeting was called to order at 9:06 am.**
- A. Roll Call & Accountability of Meeting Preparation
Present: Bélanger, Boruff-Jones, E. Davis, Frank-Wilson, Gallagher, Garrison, Pohjola-Andrade, Riley, Scheuher, R. Smith, T. Smith, Speer, Waterman, Weismantel
Guests: Bradley, Craymer, S. Davis, Ladiski
Absent: Brock, Gushrowski, Hart
 - B. Approval of the Agenda – Gallagher requested that items II. and III. be swapped in the agenda. Motion to approve agenda as amended made by R. Smith. Seconded by Weismantel. Motion approved.
 - C. Operational Consent Agenda – E. Davis requested that I.C.3. (Policy 2.5 monitoring report) be moved from I.C. to II. Motion to approve as amended made by Weismantel. Seconded by Waterman. Motion approved.
 - 1. Policy 2.0 Global Executive Limitations Monitoring Report (*Internal*)
 - 2. Policy 2.3 Compensation and Benefits Monitoring Report (*Internal*)
 - 3. Policy 2.7 Ends Focus of Contracts (*Internal*)
 - D. Board Consent Agenda Motion to approve made by Scheuher. Seconded by Speer. Motion approved.
 - 1. Policy 3.12 Cost of Governance Compliance Report
 - 2. Policy 4.1 Unity of Control Compliance Report
 - 3. Policy 4.4 Monitoring Executive Director Performance Report
 - 4. Approval of Minutes of February 3, 2020 meeting
- II. Executive Director**
- A. Executive Director report
Garrison presented highlights from his written report. He recognized how well staff have responded and adapted during the coronavirus crisis. Engagement, Consulting, and Training (ECT) has pivoted from consulting toward engagement, and Bradley reported on MCLS’s weekly virtual dialogues that provide a safe place for member library staff to discuss their current situations and near-term planning. To date, over 200 attendees participate weekly, from all library types and many different staff roles. Topics attendees have generated have included virtual programming, reopening, and self-care. In addition to posting dialogue Zoom recordings and chat logs on the MCLS website, ECT staff created a Slack workspace with channels for each session. Attendees have done well to not get mired in anxiety. Key topics that have arisen include removing barriers to access, and expanding on what libraries have been doing to continue providing service during the crisis.
- Group Purchasing (GP) is handling many questions regarding pricing issues, possible budget cuts, and possible cancellation terms. Members are evaluating resources carefully and looking to MCLS for help in making

decisions. GP staff are working with numerous vendors to advocate for reduced or flat pricing, with some success (though bigger vendors are less inclined). While it is possible we may see proposed price increases through moving yet further from print to e, much remains unknown. Users are becoming more aware of eResources. GP is also exploring offering curbside pickup software, as well as hotspots and cellular data plans through Granite Telecommunications, which works with multiple carriers.

Having shut down MeLCat and RIDES temporarily, Shared Library Systems (SLS) staff have prioritized other work including major server migrations and management projects, and massive database cleanup. In addition to doing much of the hands-on server migration and management work, IT staff are fixing bugs in the latest version of MCLS's member management system.

Staff are having productive conversations with MI-SPI members and OCLC regarding GreenGlass contract terms. This fits into a set of concerns that the ICOLC community has about OCLC's practices, including product dependencies, lack of transparent pricing, and WorldCat quality issues. Garrison is part of an ICOLC task force seeking answers from OCLC.

MCLS will serve as fiscal agent for the Partnership for Shared Book Collections, which includes MI-SPI and the ALI shared print group. Funds that Partnership members contribute will pay for a part-time program coordinator, whom MCLS will hire as a contract employee. Garrison is on the Partnership's Steering Committee until an executive committee is elected. The Partnership is working to determine best practices and standards for all shared print groups, and facilitate further collaboration between groups regionally and nationally.

Garrison and SLS's Debbi Schaubman attended a very productive Project ReShare Steering Committee meeting in early March regarding software roadmap, community structure, and more. They have had good discussions with Steering Committee members regarding multitype consortium functionality. GVSU and MSU are now Project ReShare members.

In other news, Garrison, Riley, and Speer have been meeting together to discuss what's happening in each state. MCLS was approved for federal Paycheck Protection Program (PPP) loan funds (for which we will seek loan forgiveness after we use the funds). MCLS was included in IMLS grant applications for text messaging to promote early childhood learning via public libraries, supporting transformative agreement collaboration for small to mid-sized academic libraries, and digital preservation infrastructure in Michigan.

- B. FY2020 Budget update and Policy 2.5 Financial Condition and Activities Monitoring Report – February (*Internal*)
Garrison provided a budget update for FY2020. Financial statements through March indicate MCLS has a deficit of up to \$384,000 through Q3. Investments alone lost about \$370,000. For Q4, PPP funding will help, and if

markets rebound and GP activity holds, we might see a slight revenue over expenses (i.e., a net profit) at year end. See the May Policy 2.5 monitoring report for more details.

C. Policy 2.4 Financial Planning/Budgeting Monitoring Report and FY2021 Budget review

Given the coronavirus, it is exceedingly hard to estimate a FY2021 budget, and for Garrison to comply with current Board policy. The April Policy 2.4 monitoring report projects an overall deficit for the year greater than the 3% Board policy allows for a given year. Garrison explained how he came to his overall estimate, assuming different revenue, expense, and deficit scenarios in different budget categories. He assumes MCLS will not lay off staff in FY2021, MCLS's reserve funds (roughly \$7.9 million) could help us weather a deficit. Garrison's estimates assume no salary or benefits increases, very low travel cost, and not filling at least one vacant position. Given that Garrison projects an overall deficit over 3% for the year, the Board cannot accept an FY2021 budget from him without a change to the Board Policy Manual. Motion made by E. Davis to change Board Policy Manual sections 2.4.2.a., 2.5.1.a, and 2.5.3.a to read "*With the exception of fiscal year 2020-2021, in which case, expenses shall not exceed revenues by more than 15% of net assets less real estate.*" Seconded by Waterman. Motion approved.

III. Board Operation

A. 2020 Board elections process review

Boruff-Jones reported that five Board positions will be open in 2021 (Indiana Academic Library, Indiana Special Library, Michigan School Library, Michigan At-Large, and Michigan Research Library). All who currently serve in those positions are eligible to run for a second term. Boruff-Jones will leave the Board in June, having taken a new position in Michigan. This leaves the Vice President position (and chair of the Nominating Committee) open. Those who want to run for a second term need to submit a nomination form. After nominations are closed, the Nominating Committee will review and present a slate for consideration at the August Board meeting. If approved, the slate will be presented to the membership for a vote in September.

B. 2020 Board Retreat Agenda and Orientation Planning

Board consensus is that it might be too early to determine if the Board retreat will be in person, online, or a combination of both. Discussion and questions included whether a potential in-person meeting facility would be able to accommodate social distancing and other safety guidelines, and whether the Board should still consider both in-person and online options. The group decided to plan on meeting online for now, to remove uncertainty. Elements of a quality "virtual" retreat could include using online breakout rooms or groups, and taking live notes online (that all could see in real time). Suggested topics include: value of understanding more about Carver Policy Governance; virtual Ownership Linkage work; managing in the "new" environment; how to foster ongoing conversations; and maintenance vs. development.

Other retreat discussion included whether there will be a discussion of reprioritizing budgets going forward, whether to review and revise the Ends (i.e., in light of coronavirus impact, and what owners need now), and who could facilitate. Ideas included Miguel Figueroa from the ALA Center for the Future of Libraries, and someone from the MCLS staff.

The Board also discussed how to approach the fall Board orientation/refresher. It could be done prior to the retreat.

IV. Board Education, part 1

Policy Governance Monitoring with Eric Craymer, Growth Management Consulting

V. Board Education, part 2

Policy Governance Monitoring with Eric Craymer, Growth Management Consulting

VI. Ends Policy Development

A. Ownership Linkage Committee update

The committee is testing questions, could use more volunteers to facilitate owner focus groups (sign up via the spreadsheet on the Board SharePoint site), and would be happy to get feedback on how to do virtual Ownership Linkage. Bélanger and Garrison will be using the questions in the MASU/COLD meeting this week. The committee also wants to do focus groups not necessarily tied to a conference or meeting. Bradley agreed that Ownership Linkage could be a focus for an upcoming ECT virtual dialogue, i.e., on Friday, May 15.

B. Ends Policy Review

The Board agreed that it was helpful to look at Ends at this meeting – will they shift, and are there things to consider between now, the August meeting, and the Board retreat? The immediate short term has obviously changed, but the Ends are still solid, relevant, and allow MCLS to pivot, and there is no need to change them.

VII. Board Self-Assessment

Board self-assessment comments included: appreciation for a thoughtful discussion about the budget; appreciation for everyone’s different perspectives, and flexibility, focus and engagement through a virtual meeting (which worked very well for a long meeting, though we missed seeing one another in person and hope to do so soon); we arrived at some conclusions, a comfort level, and a bit more clarity with the Ends; the Ends are valuable, appropriate, and might give us more latitude (but also be careful to “give them space”); would like to have a “flipped classroom” approach at the Board retreat; look forward to future policy monitoring discussion; congratulations to Boruff-Jones on her new position; made a lot of progress, and moved forward; productive use of time is important; changing the Board Policy Manual regarding budget was a good exercise in being flexible; this Board has helped one member be a leader at work; pleased for the connections; always nice to have Carver education; always a pleasure to

work with this group; this second meeting for one member was very educational; and one member likes looking at things on a broader timeline.

VIII. Adjournment

Motion by Bélanger. Seconded by Pohjola Andrade. Motion passed; meeting adjourned at 3:01 pm.

Reminder about upcoming meeting dates and locations:

August 24, 2019 Board Meeting at TBD

November 12-13, 2020 Board Retreat at Harbor Grand, New Buffalo, MI(?)

November 20, 2020 MCLS Annual Meeting – online webinar