

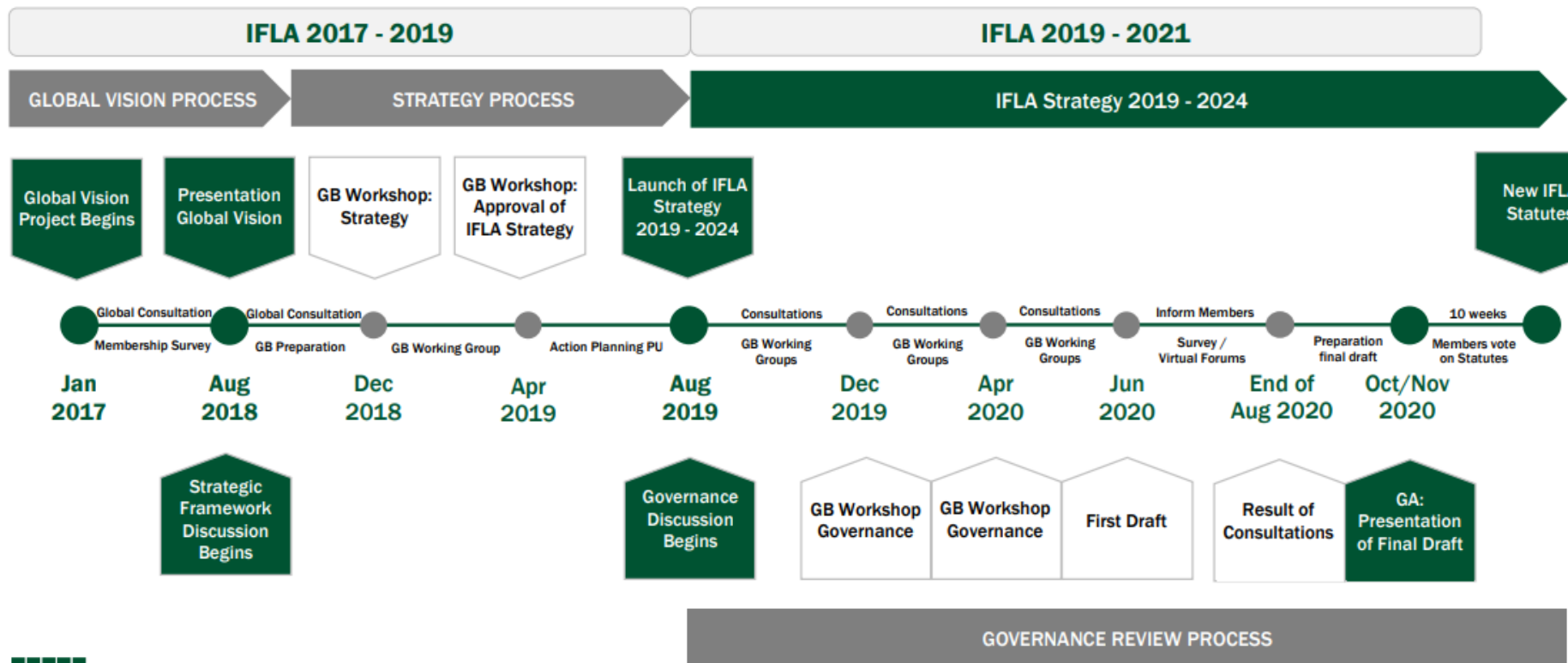


IFLA Governance Proposal Survey Results

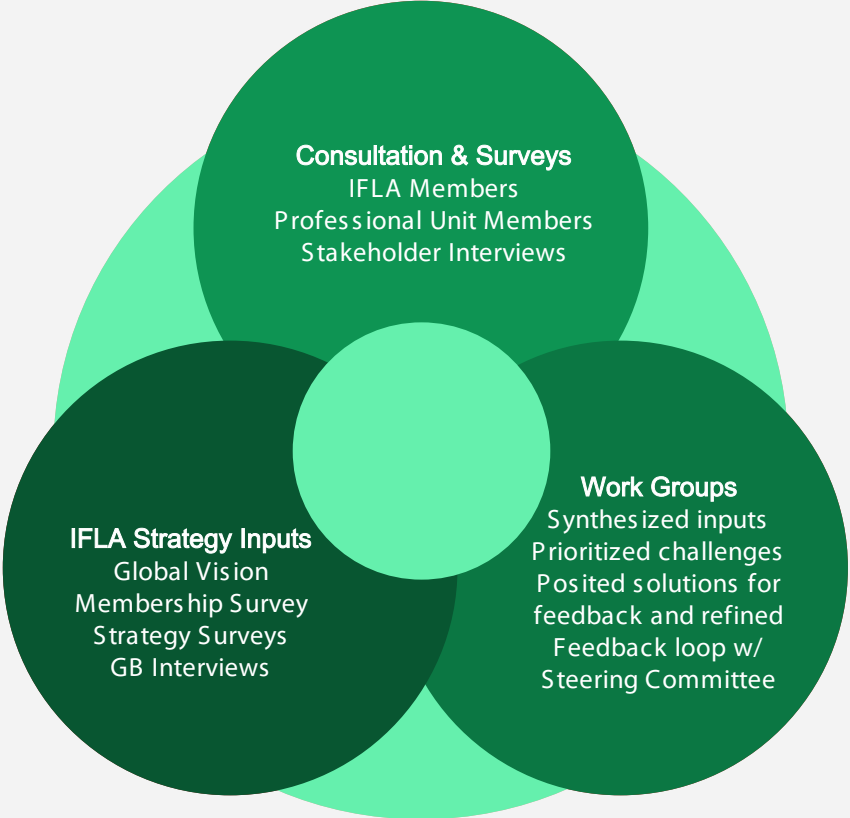
Overview

- The purpose of the IFLA Governance Proposal Survey was to get directional feedback and initial response to the draft governance proposal currently under development.
- The draft governance proposal is the result of a Governance Review that began in August 2019, and reflects ideas developed in response to multiple sources of input, including an October 2019 Governance Survey to which IFLA received 445 responses.
- The Governance Review Steering Committee developed the survey questions together with IFLA staff and Luma Consulting.
- The survey was sent to 2,655 recipients and was open from June 19 to July 16, 2020.
- Luma Consulting analyzed the results. Quantitative scores are presented through four frames: all respondents, by member type, by participation role, and by region. Qualitative scores were tagged as questions, suggestions, neutral, positive, critical, and then organized into themes. The most common themes are summarized.

IFLA Development Roadmap



Background: Governance Review Inputs



Summary

- **764** survey responses (one was emailed and entered manually)
 - 29% overall response rate
 - For each scaled question, around 10% of respondents skipped answering
- Plus, 3 additional letters, *integrated in relevant sections* (Q7, 10, 13, 16, 19)
 - DLA – treated as 1 response – added to Associate Member and Europe Region totals
 - MLAS – treated as 1 response
 - Collective Letter – treated as 22 responses – added to All Other Volunteers totals
- **The input received from the survey is directional**; this was not a vote
- **The information provided should inform the next phase of consultation** in which the proposals are discussed and co-developed in greater detail with IFLA members and contributors through round tables and virtual forums

Themes & Highlights

Analysis of Agreement (10 Likert Scaled Questions)

- Overall well received at 80%
 - 4.01 on a 5.00 Likert Scale
- Strongest agreement came from:
 - Association Members - 82%
 - IFLA participants who have never held a formal volunteer role - 83%
 - Respondents from the MENA region (though low in number) - 85%
- Overall, respondents agreed most strongly (86%) that the proposals in Part 4 move IFLA generally in the direction of more varied opportunities to participate especially for young leaders
- They agreed least strongly (71%) with implementing a limit on standing committee service

Observations

- No part of the proposal received an overall rating indicating widespread disagreement, though there were several areas of concern, recurring questions, and many suggestions for improvement
- Overall, there were many calls for more detail and some concerns with the survey itself. At this stage, these results indicate the proposals are generally headed in the right direction, with opportunities to clarify and improve to address concerns and new ideas

Concerns and Opportunities

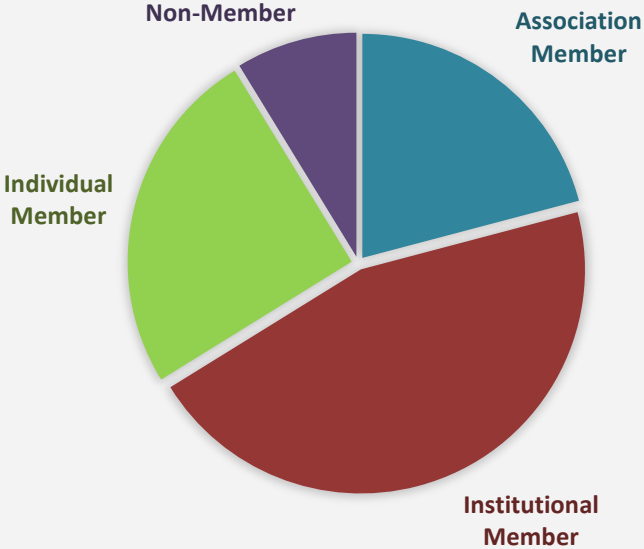
Though there is general agreement to the proposals, concerns centered around several themes:

- Governing Board – Representative nature of board; concerns around co-option
- Regional Representation – What would this actually look like; fair / equitable representation within regions; relationship to professional divisions
- Committee Participation – Concerns about limiting participation
- Practices – Though not specific to governance, several themes occur throughout the responses that have also appeared in past surveys: communication, website, multi-lingualism

Who Responded

Respondents by Member Type

Association Member	20.89%	160
Institutional Member	45.30%	347
Individual Member	25.07%	192
Involved in IFLA, but not a Member	8.75%	67
Answered		766
Skipped		8



Respondents by Volunteer Role(s)

Governing Board member	4.87%	37
Have not served in a formal volunteer role	34.87%	265
Professional Committee member	14.74%	112
WLIC volunteer/ National Committee or volunteer	8.16%	62
Officer of a committee (Chair or Secretary)	18.68%	142
Committee member	42.89%	326
SIG, review group, working group member	13.16%	100
Other (please specify)	8.55%	65
Answered		760
Skipped		14



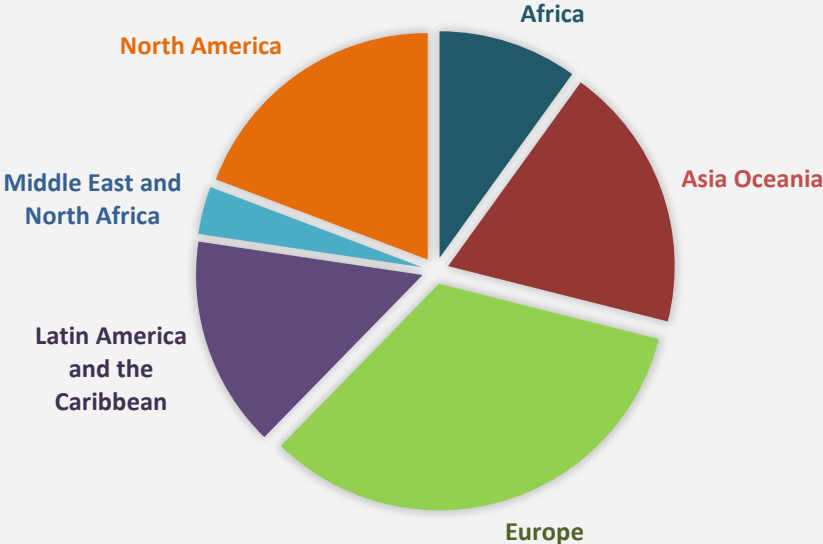
All Other Volunteers

Notes:

- 760 respondents answered the question
- Multiple selections permitted
- Total of 1,109 responses
- Categories were confusing to some respondents

Respondents by Region

Africa	9.95%	76
Asia Oceania	18.98%	145
Europe	33.38%	255
Latin America and the Caribbean	15.05%	115
Middle East and North Africa	3.40%	26
North America	19.24%	147
Answered		764
Skipped		10



Responses

Part 1 | Transparency, Efficiency and Collaboration

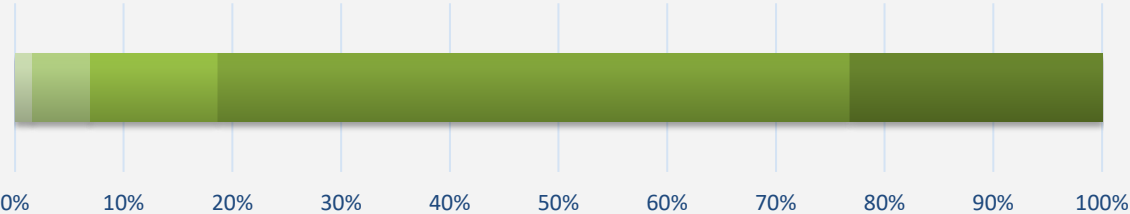
You asked for more transparency, efficiency and collaboration

We propose:

- Optimising the Governing Board's ability to focus on governance functions by reducing the overall size of the Board, being clearer about the governance skills and experience helpful to these functions, and by effective delegation of matters to the Professional Council and newly proposed Regional Council (described further in the following section).
- Increasing the proportion of the Governing Board directly elected by IFLA Members, including the Treasurer. The new Governing Board will include the Chairs of the Professional Council, the new Regional Council and the Management of Library Associations Section.
- Empowering the Governing Board to co-opt additional members to the Board, as it determines necessary, to fill specific needs for diversity, regional representation and governance skills. This will be done in a transparent manner.
- Beginning a regular practice of training, support and evaluation to help the Governing Board in its continuous improvement as stewards, together with the Secretary General, of IFLA's mission, resources and strategic plan.
- Establishing regular meetings and communication between the Governing Board and the Professional and Regional Councils.
- Encouraging and supporting more regular collaboration between committees, as well as clear mandates for committees at all levels to communicate in a timely manner about their work.

Question 5: Overall, these proposals move IFLA in the direction of more transparency, efficiency and collaboration. [Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Wt. Avg
1.56%	5.41%	11.66%	58.18%	23.19%	703	3.96
11	38	82	409	163		

Question 5: Overall, these proposals move IFLA in the direction of more transparency, efficiency and collaboration. [Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

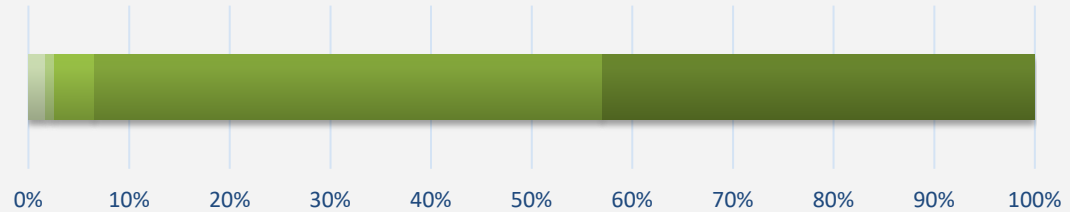
RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Association Members and Non-members agreed more strongly than Institutional and Individual Members that the proposals move IFLA in the direction of more transparency, efficiency and collaboration.		People who have never filled formal volunteer roles with IFLA and Governing Board members agreed more strongly than other participants.		The 325 respondents from Division V regions agreed more strongly than those in Europe and North America.	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	3.96	Overall	3.96	Overall	3.96
Association Members	4.06	Never Volunteer	4.11	MENA	4.29
Non-members	4.00	GB Member	4.05	Asia Oceania	4.08
Institutional Members	3.94	All Other Volunteers	3.88	LAC	4.05
Individual Members	3.90			Africa	4.04
				North America	3.93
				Europe	3.81

Responses appear in descending order by weighted average

Question 6. It is important for Governing Board members to have the following key skills: governance, leadership, strategic planning, finance, risk management, communication.

[Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt. Avg
1.70%	12	0.85%	6	3.96%	28	50.50%	357	43.00%	304	707	4.32

What other skills are important?

[open ended question]

219 responses

Themes

- 50 respondents listed traits they think Governing Board members should possess, like emotional intelligence and empathy
- 35 said GB members should possess skills relevant to diversity, multiculturalism, equity, and inclusion
- 35 said GB members should possess relevant field / sector experience and knowledge

Question 6. It is important for Governing Board members to have the following key skills: governance, leadership, strategic planning, finance, risk management, communication.

[Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Differences not significant		Differences not significant		Differences not significant	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.32	Overall	4.32	Overall	4.32
Association Members	4.48	GB Member	4.54	MENA	4.52
Individual Members	4.36	Never Volunteer	4.32	LAC	4.43
Non-members	4.30	All Other Volunteers	4.31	Asia Oceania	4.34
Institutional Members	4.27			North America	4.32
				Europe	4.29
				Africa	4.17

Responses appear in descending order by weighted average

Question 7: Additional comments or ideas about how to make IFLA more transparent, efficient and collaborative:

269 survey responses PLUS: DLA (1); + MLAS (1); + Collective Letter (22)

38 Positive or Neutral Comments

From Survey Respondents

- Agreement with Regional structures:

“Guarantees the participation of members from developing countries.”

“Fully support the increased emphasis on the establishment of the Regional Council to ensure involvement of members in our diverse regions.”

- General agreement/ support:

“The proposal has very good ideas and we believe that it will help IFLA.”

“Excellent IFLA in the right way”

240 Questions, Suggestions & Ideas

From Survey Respondents

- What are our definitions and examples of transparency, efficiency, and collaboration?
- Which is more important? What do members value more?
- How/ can we achieve more diversity on a smaller board?
- What will the process of co-optation look like?
- How will IFLA ensure GB members have the requisite skills? What does that look like in practice?
- What will voting look like?
- Better/ more frequent communication, esp. from and about the Board’s activities. Easier to navigate website.
- More live streaming (GB and Council meetings) and virtual meetings as a matter of access and inclusion
- More multilingual communication/ multicultural understanding
- Training and self-evaluation for the Board

From Collective Letter

- What will happen with divisions, sections and SIGs? How does the proposed Governance structure support IFLA’s Strategy 2019-2024?
- Give professional units right to vote for leadership
- Guarantee indigenous representation in leadership
- Proactively engage relevant professional units when developing activities, projects, policies

74 Concerns & Critiques

From Survey Respondents

- Smaller board feels less democratic and it will be harder for a diversity of voices to be heard
- The board should be entirely elected - the ability to co-opt is concerning
- If board can co-opt members, it should be open and transparent about what is missing from the board that necessitates it, and councils should be consulted to find the candidates who can fill the need (avoid cronyism)
- More support including financial considerations needed in developing countries

From Collective Letter

- Structure / hierarchy - smaller board reduces representation; power concentrated at top; no specified lines of communication between professional units and Governing Board
- Professional Units - Library standards Review Groups are not represented

Part 2 | Stronger Regional Participation

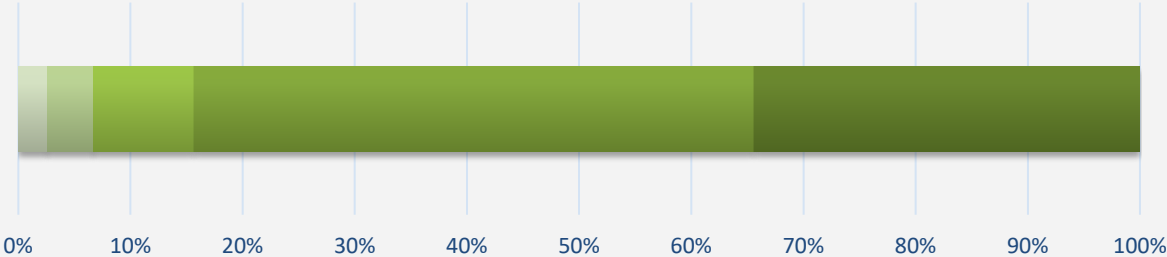
You asked for more stronger regional participation.

We propose:

- Creating a new Regional Council, directly supporting the Governing Board, where all world regions will be represented through the chairs of Regional Divisions. This will bring the voice of the regions to the heart of IFLA, support the development of regional strategies and provide a strong voice for the integration of regional priorities in all IFLA work.
- Upgrading existing Regional Sections (Africa, Asia and Oceania, Latin America and the Caribbean) to Divisions and adding further ones to ensure global coverage (Europe, Middle East and North Africa, North America).
- Giving Regional Divisions the responsibility to help develop and deliver plans for building the capacity of our members everywhere to advocate effectively for libraries. These Divisions will build on current interactions with corresponding United Nations regional agencies and work with national associations to strengthen IFLA's reach and impact in their regions.
- Creating new possibilities at all levels, including on the Governing Board and the Professional Unit Standing Committees to add new full members, in a transparent process, in order to ensure regional diversity where this has not already been achieved by elections.

Question 8: Overall, these proposals move IFLA in the direction of stronger regional representation. [Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
2.58%	18	4.16%	29	8.90%	62	49.93%	348	34.43%	240	697	4.09

Question 8: Overall, these proposals move IFLA in the direction of stronger regional participation.

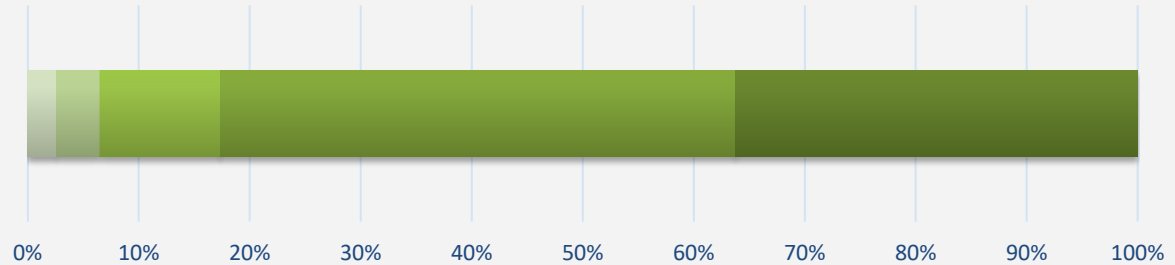
[Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Association Members agreed most strongly, though the difference between most and least strongest support is merely .17		IFLA participants who have never held a formal volunteer role agreed more strongly than volunteers		Respondents from Div V regions agreed most strongly	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.09	Overall	4.09	Overall	4.09
Association Members	4.19	Never Volunteer	4.26	Asia Oceania	4.28
Institutional Members	4.10	GB Member	4.16	Africa	4.22
Non-members	4.07	All Other Volunteers	4.00	MENA	4.20
Individual Members	4.02			LAC	4.17
				North America	4.06
				Europe	3.92

Responses appear in descending order by weighted average

Question 9. An increase in IFLA regions to six (Africa, Asia and Oceania, Europe, Latin America and the Caribbean, Middle East and North Africa, North America) to represent all regions of the world will strengthen the ability of IFLA to respond to specific regional needs. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
2.60%	18	3.90%	27	10.84%	75	46.39%	321	36.27%	251	692	4.1

Question 9. An increase in IFLA regions to six (Africa, Asia and Oceania, Europe, Latin America and the Caribbean, Middle East and North Africa, North America) to represent all regions of the world will strengthen the ability of IFLA to respond to specific regional needs. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Association Members agreed most strongly		IFLA participants who have never held a formal volunteer role agreed more strongly than volunteers		Respondents from MENA agreed more strongly by a margin of .52 over Europe (the least favourable) - the largest between any two types of respondents.	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.10	Overall	4.10	Overall	4.10
Association Members	4.24	Never Volunteer	4.25	MENA	4.44
Individual Members	4.08	GB Member	4.05	Africa	4.29
Institutional Members	4.06	All Other Volunteers	4.02	North America	4.19
Non-members	4.00			Asia Oceania	4.18
				LAC	4.06
				Europe	3.92

Responses appear in descending order by weighted average

Question 10: Additional comments or ideas about strengthening regional representation in IFLA.

276 survey responses PLUS: DLA (1); + MLAS (1); + Collective Letter (22)

41 Positive or Neutral Comments

From Survey

"This is an excellent geographic distribution of regions"

"This process would allow the regions to have representation at the discussion table of the governing board."

"I like making regions their own things rather than mixing them in with divisions"

"Very pleased to see this emphasis on regions"

"Regional approach is highly welcomed"

"This will improve regional representation and regional voices."

"Upgrading to divisions and having a strong regional focus is a good step."

"I think this will not only strengthen regional representation in IFLA but increase collaboration within and between regions."

205 Questions, Suggestions & Ideas

From Survey

- More detail needed
- Need to clarify scope of advisory and decision-making authority
- How to ensure participation from developing countries?
- Is this the best way to increase representation?
- How will resources be allocated?
- Remove financial barriers to improve participation from regions of developing countries
- Provide more support in Latin America, other developing regions
- More regional programming
- Improve multilingualism
- Rethink regional distribution; Make Asia its own region
- Consider subregions
- All Regional Division chairs should serve on GB

From Collective Letter

- Regions and areas of interest need to be mixed and provide context

90 Concerns & Critiques

From Survey

- Would detract from regional participation in professional units, where more diversity is needed
- Not clear how this addresses barriers to regional participation
- Would diminish voice/ power of developing countries
- North America and Europe don't need more representation
- Regions need rethinking; not equitably distributed
- Will create confusion in the regions
- IFLA should be global, not regional

From Collective Letter

- Regional Representation - plan as outlined bifurcates regional and professional participation; not clear how the construction will support regional participation and representation in professional units; obscuring of indigenous concerns
- Professional Units - creation of new council may pull from professional participation

Part 3 | Financial and Organisational Sustainability

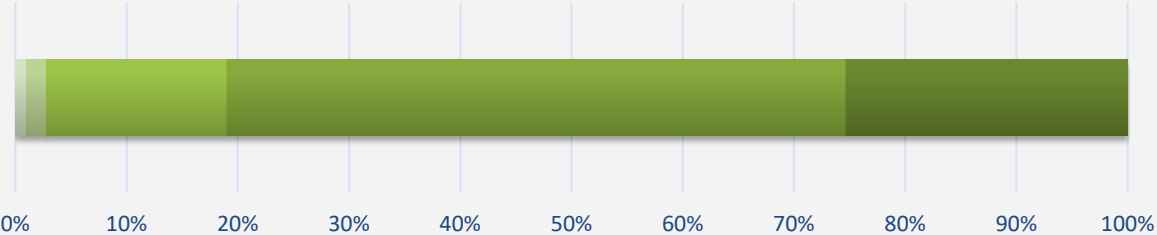
You asked for more financial and organisational sustainability.

We propose:

- Strengthening finances and risk management expertise on the Governing Board.
- Ensuring a clear mission and necessary assistance for our new Regional Divisions to support increased IFLA membership in every world region, working in partnership with IFLA Headquarters and regional offices.
- Strengthening procedures for transparent and regular review of IFLA's committees and other structures in order to provide ongoing encouragement and incentives to deliver best for the global library field, and creating space for new committees where appropriate.

Question 11: Overall, these proposals move IFLA in the direction of greater financial and organisational sustainability. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
1.03%	7	1.77%	12	16.22%	110	55.60%	377	25.37%	172	678	4.03

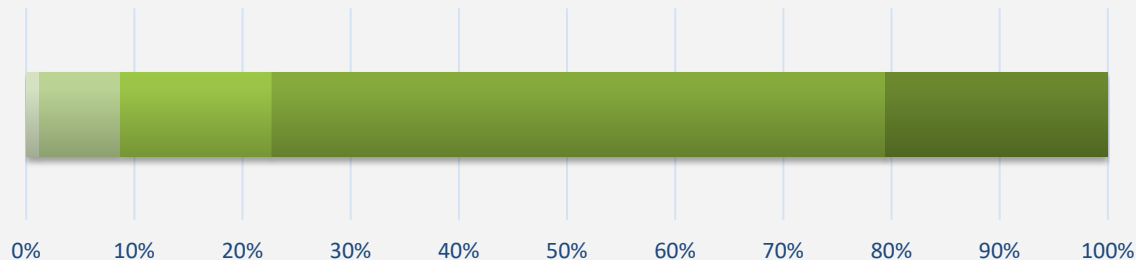
Question 11: Overall, these proposals move IFLA in the direction of greater financial and organisational sustainability. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Association Members agreed most strongly		Volunteers who have served on the Governing Board agreed most strongly		Among the most significant differences in the survey, respondents from MENA and LAC agreed more strongly than respondents from Europe by a factor > 1	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.03	Overall	4.03	Overall	4.03
Association Members	4.19	GB Member	4.30	MENA	4.33
Non-members	4.04	Never Volunteer	4.10	LAC	4.18
Individual Members	4.02	All Other Volunteers	3.97	Asia Oceania	4.13
Institutional Members	3.95			Africa	4.04
				North America	3.99
				Europe	3.17

Responses appear in descending order by weighted average

Question 12. Reviewing IFLA's committees and structures every five years is the right frequency [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
1.19%	8	7.56%	51	13.93%	94	56.74%	383	20.59%	139	675	3.88

Question 12. Reviewing IFLA’s committees and structures every five years is the right frequency [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Association Members agreed most strongly		Participants who have served on the GB agreed more strongly than All Other Volunteers by a factor of .26		Respondents from LAC agreed more strongly than those from North America by a factor of .38. Respondents from all Div V regions agreed more strongly than those from Europe and North America	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	3.88	Overall	3.88	Overall	3.88
Association Members	4.00	GB Member	4.11	LAC	4.14
Non-members	3.93	Never Volunteer	3.89	MENA	4.08
Institutional Members	3.85	All Other Volunteers	3.85	Asia Oceania	3.98
Individual Members	3.82			Africa	3.83
				Europe	3.77
				North America	3.76

Responses appear in descending order by weighted average

Question 13. Additional comments or ideas about financial and organisational sustainability:

214 survey responses [DLA, MLAS, and Collective Letter were not considered specific to this question]

55 Positive or Neutral Comments

From Survey:

“Agree there should be a proper check and balance of financial activities as well as regular audits”

“Good work on thinking about Board expertise and financial and organizational sustainability.”

“Having regular review is a good thing, regardless of the frequency.”

“Yes, the review will greatly assist to modernise IFLA. It is critical that committees and other ongoing activities are reviewed on an ongoing basis for sustainability and engagement.”

103 Questions, Suggestions & Ideas

From Survey:

- More detail needed
- How will timeline for committee review align with election cycles?
- Provide financial support to poorer countries; support for committee participation; lower financial barriers to membership and WLIC
- Develop more revenue sources beyond WLIC and membership

66 Concerns & Critiques

From Survey

- 53 comments were critical or offered different ideas about the frequency of committee review:
 - 35 feel 5 years is not frequent enough
 - 14 feel that 5 years is too frequent
 - 4 others suggested a hybrid approach or ongoing review
 - Note: clarity about what “review” means and entails might bring people closer together
- Tasking Regional Divisions with growing regional IFLA membership puts people in direct competition with national associations
- Mix of desire to merge overlapping sections; and fear that sections will be eliminated

Part 4 | Opportunities for Participation

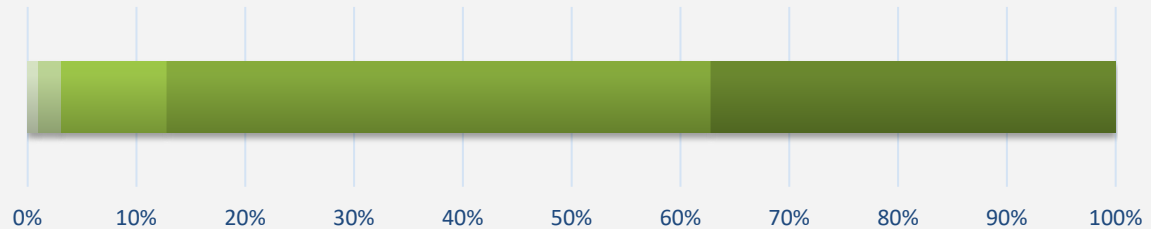
You asked for more varied opportunities for participation, especially for young leaders.

We propose:

- Introducing new ways of being involved in the work of IFLA, through special interest groups, working groups and networks. This will provide greater opportunities for volunteers to engage in issues that matter to them, gain experience and be recognised for their contributions.
- Exploring ways to open up leadership positions so that there are opportunities for more people to take on these roles.
- Developing a new structure of regional representation that builds on current regional sections, providing a more powerful voice for our members and a new pathway for volunteers into positions of responsibility.
- Clarifying rules on participation in Standing Committees to ensure that they prioritise quality of contribution rather than the ability to participate physically in meetings.
- Exploring more opportunities for virtual participation.

Question 14: Overall, these proposals move IFLA in the direction of more varied opportunities for participation, especially for young leaders [Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
1.03%	7	2.06%	14	9.71%	66	50.00%	340	37.21%	253	680	4.2

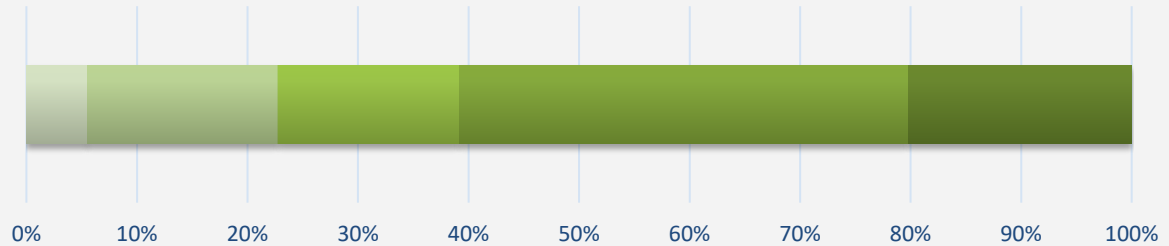
Question 14: Overall, these proposals move IFLA in the direction of more varied opportunities for participation, especially for young leaders [Likert Scale Question, where 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Well supported by all Member Types		Well supported by all Participant Types		Well supported by all Regional Respondents	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.20	Overall	4.20	Overall	4.20
Association Members	4.29	Never Volunteer	4.28	MENA	4.39
Non-members	4.24	GB Member	4.24	LAC	4.33
Institutional Members	4.18	All Other Volunteers	4.16	Asia Oceania	4.23
Individual Members	4.15			Africa	4.23
				North America	4.18
				Europe	4.12

Responses appear in descending order by weighted average

Question 15. Do you agree that there should be a cap (limit) on the consecutive period that any individual can spend on more than one Section Standing Committee? [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
5.51%	37	17.26%	116	16.37%	110	40.63%	273	20.24%	136	672	3.53

Question 15. Do you agree that there should be a cap (limit) on the consecutive period that any individual can spend on more than one Section Standing Committee? [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Less strong agreement across all Member Types, as compared to other elements of the proposal		Less strong agreement across all Member Types, as compared to other elements of the proposal		Less strong agreement across all Regions, as compared to other elements of the proposal, although again the Div V regions agreed more strongly than Europe and North America	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	3.53	Overall	3.53	Overall	3.53
Association Members	3.68	Never Volunteer	3.92	Africa	3.86
Non-members	3.64	GB Member	3.39	LAC	3.74
Institutional Members	3.51	All Other Volunteers	3.32	MENA	3.74
Individual Members	3.41			Asia Oceania	3.73
				Europe	3.38
				North America	3.22

Responses appear in descending order by weighted average

Question 16. Additional comments or ideas about improving opportunities for participation, especially for young leaders:

277 survey responses [DLA, MLAS, and Collective Letter were not considered specific to this question]

51 Positive or Neutral Comments

From Survey:

"This will be an opportunity for leadership building for the young"

"way to bring forward new ideas and priorities which may not clearly fit in current structure"

"I like the idea of improving opportunity for participation"

"Limiting the consecutive period that any individual can spend on more than one Section Standing Committee will give more opportunity for others to contribute their expertise and innovations"

"This may help ifla to avoid the same people always serving."

"We agree and support the idea of exploring more opportunities for virtual participation. "

"You are right to balance expertise and continuity with new perspectives. Many times, same people and same ideas are in place for long periods. "

182 Questions, Suggestions & Ideas

From Survey:

- More detail needed
- How/ who decides what is "young"?
- Are "young" people interested in these roles? In associations generally?
- Find other ways to balance continuity with room for new perspectives
- Use existing mechanisms to remove people who aren't contributing
- Focus on "emerging" leaders instead of "young" –about being new to the profession or to IFLA, not about age
- Ask them what they want
- Provide training, mentorship, financial support for emerging leaders
- Reduce cost / sponsor to attend WLIC, in-person mtgs
- Continue to leverage technology for virtual participation making it easier for newer professionals to participate
- Titles and roles are important for convincing one's institution to support their participation in IFLA – create more opportunities, like emeritus positions, that keep experienced leaders around

67 Concerns & Critiques

From the Survey

- With limits on participation, we would lose needed expertise, institutional knowledge, and commitment
- This doesn't address the real reasons "young leaders" aren't participating
- Some committees already have hard time getting enough people to do the work; limiting participation would make it harder

"Young leaders and other professionals are very important to include in the IFLA work. But I am not sure that restrictions for avoiding IFLA-engaged people is the right way to go."

Part 5 | Better Support for Volunteers

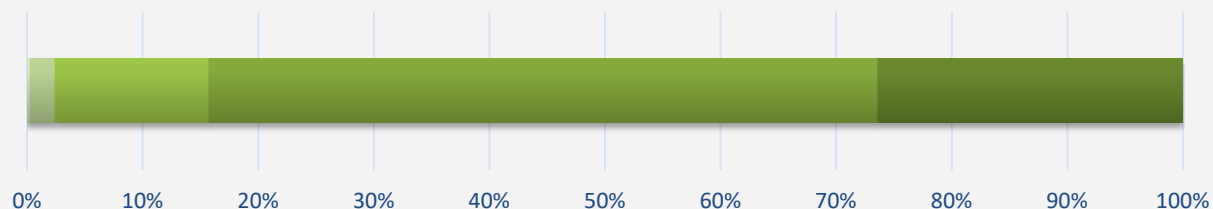
You asked for better support for volunteers.

We propose:

- Rebalancing our system of Professional Divisions – the key structures that bring together our Professional Units – to ensure that Division Chairs have the time and scope to offer full support and guidance. Professional Divisions will each have an equal number of Professional Units with provision for further adjustments in future to maintain this balance.
- Increasing the staff support to Regional Divisions to enable them to better deliver on their purpose to strengthen IFLA's presence in regions and the voice of regions within IFLA.
- Providing clearer definitions of different roles across the organisation – in particular in the professional structure – in order to ensure that office holders and others have greater clarity about what they can expect and what is expected of them.
- Standardising and simplifying committee structures to make it easier for volunteers to identify the opportunities that fit them best.
- Reducing financial barriers to serving on the Governing Board.

Question 17: Overall, these proposals move IFLA in the direction of better support for volunteers [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
0.30%	2	2.11%	14	13.27%	88	57.92%	384	26.40%	175	663	4.08

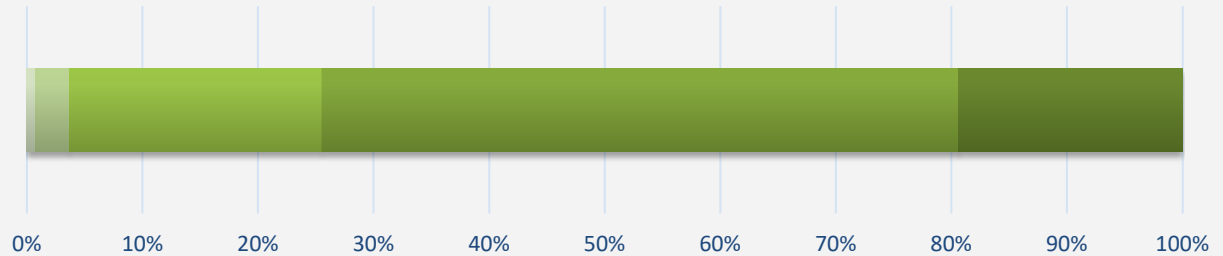
Question 17: Overall, these proposals move IFLA in the direction of better support for volunteers [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
Generally supported by all Member Types		IFLA participants who have never held a formal volunteer role agreed more strongly than volunteers		Again respondents the Div V regions agreed most strongly, with a gap of .41 between the strongest agreement (LAC) and least (Europe)	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	4.08	Overall	4.08	Overall	4.08
Association Members	4.14	Never Volunteer	4.19	LAC	4.31
Individual Members	4.13	GB Member	4.14	MENA	4.30
Non-members	4.10	All Other Volunteers	4.02	Asia Oceania	4.22
Institutional Members	4.02			Africa	4.11
				North America	4.03
				Europe	3.90

Responses appear in descending order by weighted average

Question 18. With these changes, more people would be likely to consider serving in a volunteer role. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

**ALL
RESPONDENTS**



Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Wt Avg
0.76%	5	2.90%	19	21.83%	143	55.11%	361	19.39%	127	655	3.89

Question 18. With these changes, more people would be likely to consider serving in a volunteer role. [Likert Scale Question, 1 is Strongly Disagree and 5 is Strongly Agree]

RESPONSES BY MEMBER TYPE		RESPONSES BY PARTICIPATION ROLE		RESPONSES BY REGION	
When viewed by Member Type, responses were more neutral and differences were not significant		IFLA participants who have never held a formal volunteer role agreed more strongly than all other respondent types		Respondents from Div V regions were in general agreement, whereas respondents from North America and Europe were more neutral	
Member Type	Wt Avg	Participant Role	Wt Avg	Respondent Region	Wt Avg
Overall	3.89	Overall	3.89	Overall	3.89
Association Members	3.97	Never Volunteer	4.13	MENA	4.09
Individual Members	3.93	GB Member	3.89	Asia Oceania	4.07
Non-members	3.87	All Other Volunteers	3.77	Africa	4.06
Institutional Members	3.85			LAC	4.05
				North America	3.76
				Europe	3.74

Responses appear in descending order by weighted average

Question 19: Additional comments or ideas about providing better support to volunteers:

195 survey responses [DLA, MLAS, and Collective Letter were not considered specific to this question]

39 Positive or Neutral Comments

From Survey

"I feel that IFLA HQ are very supportive to the sections".

"Standardizing and simplifying committee structures to make it easier for volunteers to identify the opportunities that fit them best. This one is most important for me."

"Often volunteering in an organization such as IFLA is intimidating. The clearer the roles and expectations are, the more likely some of us will be more active volunteers"

"This will even expand the scope of participation. It is a good development"

"It took me years to figure out how to become a member of a Standing Committee and to navigate the long timeline required for election. I think these proposals are essential to the health of the volunteer organization".

139 Questions, Suggestions & Ideas

From Survey

- Need more detail
- What is financial impact of these proposals?
- Reduce cost of membership; lower financial barriers; free or discounted WLIC
- Target financial assistance to those who need it/ come from resource constrained environments
- Recognize and reward volunteers
- Improve communication with volunteers
 - Consider a webpage / hub for volunteer information
 - Consider orientation for new volunteers
- Continue to leverage online meetings to reduce barriers of travel cost
- Guarantee exchange/ collaboration between regional and professional divisions

20 Concerns & Critiques

From Survey

- Unclear rationale for redistributing divisions
- IFLA is still structurally confusing
- A few comments on financial concerns

"Disagree may be too strong but streamlining in order to help Division Chairs seems wrong criteria for change. Good not to throw baby out with bathwater by imposing too much standardisation but opportunities for collaboration and shared learning between IFLA units could be greatly strengthened."

"It is a bit of shuffling around but I don't see that it improves support to new volunteers."

"I don't have a solution, but IFLA needs to keep an eye on finances. If you remove financial requirements, how will you pay for it? Good idea, but hard to justify."

Final Thoughts

Question 20: Overall, what questions and comments do you have about the IFLA Governance Review and Draft Proposal?

332 survey responses PLUS: DLA (1); + MLAS (1); + Collective Letter (22)

214 Positive or Neutral Comments

From Survey

"This is the most innovative and penetrating IFLA self-review that I have ever witnessed - keep up the good work!"

"The Review and Draft Proposal are well thought-out."

"It is a great start towards transparency and increased inclusion"

"I believe that IFLA members will greatly benefit from this proposal."

"Overall, the IFLA Governance Review and Draft Proposal is excellent, and we agree with it."

"A well-rounded 'upgrade' to IFLA's overall governance structure"

"I appreciate the work that's being put into this and applaud everyone who is involved with recognizing there are places for improvement for the betterment of everyone."

102 Questions, Suggestions & Ideas

From Survey

- How will this be achieved?
- What's in the details?
- What will be financial impact?
- More clarity needed around changes to professional units
- IFLA should build strong partnerships
- More multilingual and translation support needed
- More inclusion of under-represented regions in decision making
- More attention to LAC
- Connections must exist between regional and professional councils and divisions
- Share/ discuss in more detail

60 Concerns & Critiques

From Survey

- Creates more bureaucracy
- Survey was problematic
- Creating new regional infrastructure will be counterproductive
- Weakens professional aspects of IFLA
- Proposals are too vague

From Collective Letter

- Survey design is problematic, leading, and doesn't match IFLA's own guidance on surveys

"It is just an image exercise. The same people will control everything."

"It is all a bit hypothetical really."

Responses by Type

Summary by Member Type

	Trnsprcy, Effic, Collab			Regional Participation			Fin/ Org Sustainability			Opps to Participate			Support for Vols			General	TOTAL	OVRLL AVG
	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20		
Everyone	3.96	4.32	293 responses	4.09	4.10	300 responses	4.03	3.88	238 responses	4.20	3.53	301 responses	4.08	3.89	219 responses	356 responses	764	4.01
Association	4.06	4.48	61 responses	4.19	4.24	60 responses	4.19	4.00	46 responses	4.29	3.68	65 responses	4.14	3.97	44 responses	70 responses	160	4.12
Institution	3.94	4.27	109 responses	4.10	4.06	116 responses	3.95	3.85	84 responses	4.18	3.51	101 responses	4.02	3.85	72 responses	140 responses	347	3.97
Individual	3.90	4.30	68 responses	4.02	4.08	71 responses	4.02	3.82	60 responses	4.15	3.41	83 responses	4.13	3.93	60 responses	91 responses	192	3.98
Non-member	4.00	4.36	32 responses	4.07	4.00	28 responses	4.04	3.93	23 responses	4.24	3.64	28 responses	4.10	3.87	20 responses	29 responses	67	4.03

Generally:

- Association members were in strongest agreement with the proposals overall

Summary by Volunteer Role

	Trnsprcy, Effic, Collab			Regional Participation			Fin/ Org Sustainability			Opps to Participate			Support for Vols			General	TOTAL	OVRL AVG
	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20		
Everyone	3.96	4.32	293 responses	4.09	4.10	300 responses	4.03	3.88	238 responses	4.20	3.53	301 responses	4.08	3.89	219 responses	356 responses	764	4.01
Governing Board	4.05	4.54	20 responses	4.16	4.05	22 responses	4.30	4.11	22 responses	4.24	3.39	22 responses	4.14	3.89	17 responses	25 responses	37	4.09
No Formal Volunteer Role	4.11	4.32	71 responses	4.26	4.25	83 responses	4.10	3.89	66 responses	4.28	3.92	73 responses	4.19	4.13	58 responses	99 responses	263	4.15
All Other Volunteers	3.88	4.31	207 responses	4.00	4.02	204 responses	3.97	3.85	158 responses	4.16	3.32	213 responses	4.02	3.77	149 responses	241 responses	494	3.93

Generally:

- Respondents who said they have never held a formal volunteer role in IFLA were in strongest agreement with the proposals overall

Summary by Region

	Trnsprcy, Effic, Collab			Regional Participation			Fin/ Org Sustainability			Opps to Participate			Support for Vols			General	TOTAL	AVG
	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20		
Everyone	3.96	4.32	293 responses	4.09	4.10	300 responses	4.03	3.88	238 responses	4.20	3.53	301 responses	4.08	3.89	219 responses	356 responses	764	4.01
Africa	4.04	4.17	18 responses	4.22	4.29	15 responses	4.04	3.83	15 responses	4.23	3.86	13 responses	4.11	4.06	10 responses	20 responses	37	4.09
Asia Oceania	4.08	4.34	38 responses	4.28	4.18	36 responses	4.13	3.98	28 responses	4.23	3.73	38 responses	4.22	4.07	28 responses	40 responses	83	4.12
LAC	4.05	4.43	22 responses	4.17	4.06	23 responses	4.18	4.14	13 responses	4.33	3.74	23 responses	4.31	4.05	12 responses	24 responses	55	4.15
MENA	4.29	4.52	5 responses	4.20	4.44	3 responses	4.33	4.08	2 responses	4.39	3.74	4 responses	4.30	4.09	3 responses	1 responses	11	4.24
Europe	3.81	4.29	62 responses	3.92	3.92	64 responses	3.17	3.77	47 responses	4.12	3.38	66 responses	3.90	3.74	42 responses	83 responses	183	3.80
North America	3.93	4.32	41 responses	4.06	4.19	42 responses	3.99	3.76	32 responses	4.18	3.22	48 responses	4.03	3.76	33 responses	52 responses	103	3.94

Generally:

- Respondents from Division V regions (4.15 combined) agreed more strongly than respondents from Europe and North America (3.87).

See you at the Virtual Round Tables!

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