

**LEADERSHIP COUNCIL & Membership Meeting  
AGENDA**

Friday, June 23, 2017 • 1:00 – 3:00 p.m. CST • Hilton Chicago, Continental A

<b>1:00–1:05 p.m.</b>	<b>1.0 Welcome &amp; Introductions</b>	<i>Mary Ellen Davis</i> <i>ACRL Executive Director</i>
<b>1:05–1:10 p.m.</b>	<b>2.0 President’s Update</b>	<i>Irene M.H. Herold</i> <i>ACRL President</i>
<b>1:10–1:15 p.m.</b>	<b>3.0 Vice-president’s Update</b>	<i>Cheryl Middleton</i> <i>ACRL Vice-president</i>
<b>1:15–1:45 p.m.</b>	<b>4.0 Membership Group Updates</b>	
1:15–1:20	<i>Politics, Policy and International Relations Section</i>	<i>Dave Schwieder</i> <i>Chair</i>
1:20–1:25	<i>Community College Engagement Task Force</i>	<i>Julia C. Mielish</i> <i>Chair</i>
1:25–1:30	<i>Distance Learning Section</i>	<i>Stefanie Buck</i> <i>Chair</i>
1:35–1:40	<i>Library Marketing and Outreach Interest Group</i>	<i>Chris Davidson</i> <i>Co-Convener</i> <i>Amy Wainwright</i> <i>Past Convener</i>
1:40–1:45	<i>Trends &amp; Stats Editorial Board</i>	<i>Georgie Donovan</i> <i>Vice-Chair</i>
<b>1:45–1:55 p.m.</b>	<b>5.0 Action-oriented Research Agenda</b>	<i>Lynn Silipigni Connaway</i> <i>Alan Carbery</i>
<b>1:55–2:00 p.m.</b>	<b>6.0 Global Information Literacy White Paper</b>	<i>Merinda Hensley</i>
<b>2:00–2:15 p.m.</b>	<b>7.0 IFLA Visioning Update</b>	<i>Donna Scheeder</i> <i>IFLA President</i>

<b>2:15–2:45 p.m.</b>	<b>8.0 Putting the Resonance in Leadership #2.0, #3.0</b>	<i>Anne Marie Casey Patricia A. Kreitz Co-chairs 2017 President's Program Planning Committee</i>
<b>2:45–2:50 p.m.</b>	<b>9.0 ACRL 2019</b>	<i>Trevor A. Grigoriev Dawes ACRL 2019 Conference Chair</i>
<b>2:50–2:55 p.m.</b>	<b>10.0 ACRL Scholarship Campaign</b>	<i>Lori Goetsch ACRL Scholarship Chair</i>
<b>2:55–3:00 p.m.</b>	<b>11.0 Closing Remarks &amp; Invite to MW 2018</b>	<i>Irene M.H. Herold</i>

*Please complete the electronic meeting evaluation that will be sent to the email address with which you registered.*

**3:00–4:00 p.m. Leadership Council Welcome Reception**  
Hilton Chicago, Continental B

**Documents**

- Doc 1.0 ACRL Plan for Excellence
- Doc 2.0 Putting the Resonance in Leadership
- Doc 3.0 Resonant Leadership Principle
- Doc 4.0 ACRL 2017 President's Report

# Plan for Excellence

## Association of College & Research Libraries

*Approved April 20, 2011 • Effective July 1, 2011*

*Reaffirmed September 2013 and objectives revised, October 2016*

### Preamble

The strengths and capacities of ACRL have enabled the association to sustain exemplary programs and results for its members and to shape policies and practices of vital interest to higher education. ACRL's Plan for Excellence continues that path and focuses attention on four areas that capitalize on our strengths, deliver high member value, and heighten our impact:

- Value of Academic Libraries
- Student Learning
- Research and Scholarly Environment
- New Roles and Changing Landscapes

These strategic areas will be supported by financial and operational planning, and will guide the development and implementation of programs and services that target education, advocacy and member engagement.

ACRL's leadership views strategic thinking and planning as an ongoing process. Adoption of this plan for excellence affirms the general intent and direction articulated by the association's core ideology, envisioned future, shorter-term goals, and objectives. Progress will be assessed annually and will guide the operational planning process. The plan for excellence will be updated based on achievement of the goals and their continued relevance as new needs and opportunities arise.

### Timeless Core Ideology

#### Core Purpose

To lead academic and research librarians and libraries in advancing learning and scholarship.

#### Core Organizational Values

ACRL is committed to:

- visionary leadership, transformation, new ideas, and global perspectives
- exemplary service to members
- diversity
- integrity and transparency
- continuous learning
- responsible stewardship of resources
- the values of higher education, intellectual freedom, the ALA Ethics policy, and "The Library Bill of Rights"

## **Long-term Envisioned Future**

### **Vision**

Academic and research librarians and libraries are essential to a thriving global community of learners and scholars.

### **Vivid Description of a Desired Future**

ACRL elevates the position, recognition, and impact of all academic and research libraries and librarians as catalysts in exceptional research and learning. College and university students are information literate, informed scholars and citizens. Facile use of information sources and discovery techniques enables them to succeed in their coursework and future careers; preparing them to lead new national and global initiatives. Partnering with academic librarians to collect and organize research data, faculty break new ground in their respective fields. Academic libraries, constantly transforming to meet the evolving needs of their campuses, are central to educational and research efforts. Librarians and their colleagues design services that provide scholars and learners the unfettered ability to create, access, evaluate, and use knowledge on a global scale.

## **Five-Year Goals and Objectives**

### **Value of Academic Libraries**

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

#### *Objectives:*

1. Articulate a research agenda that communicates the value of academic and research libraries.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Build on Assessment in Action to expand community of practice and professional development opportunities.
4. Support libraries in advancing issues of equity, access, diversity, and inclusion in higher education.

### **Student Learning**

Goal: Advance innovative practices and environments that transform student learning.

#### *Objectives:*

1. Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.
2. Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.
3. Build capacity for librarians to collaborate with faculty and other campus partners in instructional and curricular design and delivery that will integrate information literacy into student learning.
4. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional learning outcomes.

## Research and Scholarly Environment

Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

### *Objectives:*

1. Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship.
3. Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open system.

## New Roles and Changing Landscapes

Goal: Academic and research library workforce effectively navigates change in higher education environments.

### *Objectives:*

1. Deepen ACRL's advocacy and support for a full range of information professionals.
2. Equip library workforce at all levels to effectively lead, manage, and embrace change.
3. Expand ACRL's role as a catalyst for transformational change in higher education.

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## Putting the Resonance in Leadership

### Instructions

1. Choose one of the following stories to focus on for your group discussion. After you have read the story, work as a group at your tables to answer the following question
2. How would you incorporate the attributes of Resonant Leadership to find a successful solution to the leadership dilemma posed in the story?

### Scenario 1: Section Committee Chair

You are beginning your second year as chair of the Membership Committee of your ACRL section. During your first year, you took on all of the work. You scheduled some regular committee meetings but few committee members participated and those who did, were too busy to volunteer for any activities. You are busy too; yet you can find time to get the committee work done. You feel overworked and burnt out. You are still enthusiastic about sustaining and building membership in your section, but you need help.

### Scenario 2: Developing a New Leadership Role

Your best friend, who is the incoming ACRL President, appointed you chair of a new committee that was set up to support an ALA top priority. Before meeting with your committee for the first time, you research the ALA perspective and develop an aggressive agenda for the new committee. Your excitement at the prospect of leading this new initiative falls flat when you are greeted by uncomfortable, negative silence in the meeting. You learn that several committee members had advanced the proposal for this ACRL committee. The member who had done the most work on the proposal expected to be named chair. When you were appointed chair instead, the other members were upset and became even more resentful when you developed a work plan without consulting them.

### Scenario 3: New ACRL Board Director-at-Large

You are a library director, who was asked to run for a Director-at-Large position on the ACRL Board. You agreed because you were excited to participate at a higher level in ACRL and share some of the great ideas your section has developed. You were thrilled to be elected, but in a meeting with your Provost, you also learn that your institution must make severe budget reductions, including a 75% cut to professional travel. You had already approved travel funds for two of the newer librarians with great potential. If you give them funding, there will be none for you. Paying out of your own pocket is impossible since your spouse is out of work and money is already tight at home. You believe your contributions as a Board member would be far more substantial than the benefits of travel support to your new librarians, but you have built your career on being trustworthy and keeping promises.

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## Resonant Leadership: Renewing Yourself and Connecting to Others Through Mindfulness, Hope, and Compassion

R. Boyatzis & A. McKee  
2005

Resonant Leadership extends two other leadership competencies

- Emotional Intelligence skills such as adaptability, emotional self-control, emotional self-awareness, positive outlook and achievement orientation
- Social Intelligence skills such as empathy, organizational awareness, inspirational leadership, influence, coaching and mentoring, conflict management, and teamwork.

Resonant leaders incorporate both of the above competencies with the following three principles:

- 1. Resonant leaders are in touch with and understand themselves and others.**
  - a. They understand both their strengths and their limitations.
  - b. They have a personal vision; they imagine their 'idealized self' built on their deepest desires—their passions, purpose, and core values.
  - c. They work to develop themselves toward that ideal goal by building on strengths and engaging in development opportunities.
  - d. They spend time thinking about—and so recognize—the strengths, limitations, and emotions of others.
- 2. Resonant leaders choose hope, compassion, and mindfulness.**
  - a. Hope: when you are able to imagine a better future, and believe that the envisioned future is attainable – that we can move toward our goals and help others to move toward theirs.
  - b. Compassion: understanding our own and others' wants and needs and acting on that understanding by demonstrating the competency of empathy—understanding others' experiences.
  - c. Mindfulness: being aware of and attending to ourselves and others.
- 3. The chronic stress of being in a leadership role can impact one's ability to sustain effectiveness over time.**
  - a. When stress becomes chronic, it has physical and emotional effects on our bodies. That stress is multiplied for those in leadership roles.
  - b. Studies used in the writing of *Resonant Leadership* have found correlations between the stress caused by dissonant leadership and a variety of physical ills such as heart disease, high blood pressure, etc.
  - c. Choosing to experience hope, compassion and mindfulness allows the body, mind, spirit, and heart to literally rebuild themselves.

**Resonant leaders build resonant teams.** They build shared hope, compassion, and mindfulness in their teams. They help their teams to envision and work toward a better future. As a result, resonant teams have a shared purpose.

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**President's Report to ALA Council**

**Irene M.H. Herold, ACRL President, 2016-2017**

*ALA Annual Conference, June 22- 27, 2017, Chicago, Illinois*

The Association of College and Research Libraries (ACRL) continued to advance learning and transform scholarship over the course of my presidential year. Our members learn, grow, innovate, lead, and succeed as individuals and as part of the academic library community through the variety of activities listed in this report. I am grateful for the opportunity to lead ACRL over the past year.

As the higher education association for librarians, ACRL is unwavering in its long-standing commitment to promoting the free exchange of different viewpoints and ensuring privacy and confidentiality in academic libraries. We will continue to advocate for and demand diversity, inclusion, equity, and access in our college and university libraries. During the 2017 ALA Midwinter Meeting, the ACRL Board of Directors discussed the transition of power in Washington, D.C. and the responsive protests in support of social justice, diversity, equity, and inclusion, happening in our nation and around the world. The Board saw this as an opportunity to reaffirm ACRL's core values – visionary leadership; transformation, new ideas, and global perspectives; exemplary service to members; diversity, integrity, and transparency; continuous learning; responsible stewardship of resources; the values of higher education; intellectual freedom; the ALA Code of Ethics; and the Library Bill of Rights.

In an expression of these values, more than 5,000 library staff, exhibitors, speakers and guests from around the world, met March 22-25, 2017, in Baltimore for the ACRL 2017 conference, themed *At the Helm: Leading Transformation*. As always, I was inspired by the collegiality and connections that exists at an ACRL conference both through the formal learning taking place in the convention center and the informal networking and personal connections that are so vital to maintaining that community once conference is over. We are truly leading transformation as part of a thriving global community of learners and scholars.

The following report highlights ACRL's many accomplishments during my presidential year across the four strategic goal areas highlighted in the Plan for Excellence – the value of academic libraries, student learning, research and the scholarly environment, and new roles and changing landscapes – along with the association's enabling programs and services.

## *The Value of Academic Libraries*

ACRL made significant progress on the association's goal of assisting academic libraries in demonstrating alignment with, and impact on, institutional outcomes this year. The association provides support and training to ACRL liaisons to other higher education organizations and disciplinary societies so that they are prepared to talk about the value of academic libraries in those contexts.

ACRL's *Standards for Libraries in Higher Education (SLHE)* continue to be an active part of the Value initiative. The association licensed and offered six full-day workshops on implementing the standards over the past year. The online version of the Standards has been visited more than 10,000 times this year and more than 160 print copies of the Standards have been distributed.

In August 2016, the ACRL Board of Directors appointed a task force to review and update *SLHE* as appropriate as part of the document's regular five-year cyclical review. The task force, led by Andrea M. Falcone, head of education and outreach services at Auraria Library in Denver, is currently working on a draft of revised standards, including seeking input from the ACRL membership.

ACRL selected a team from OCLC Research to design, develop, and deliver a new "Action-Oriented Research Agenda on Library Contributions to Student Learning and Success." The team was selected after an open and competitive request for proposals to investigate and write a research agenda that provides an update on progress since the publication of ACRL's 2010 "Value of Academic Libraries: A Comprehensive Research Review and Report" and examines important questions where more research is needed in areas critical to the higher education sector. The focus of the research agenda is on institutional priorities for improved student learning and success.

The agenda will clearly identify actions academic libraries can take now based on both existing scholarship and practice-based reports, and it will include 10-15 future-focused key inquiry questions that the literature and interview data suggest are essential for academic librarians to explore. In addition, the project will include an interactive visualization dashboard to help librarians understand and make use of existing literature for studies most relevant to their research interests. It will also contain a visualization component that highlights the major themes in the report, enables data entry based on local projects, and produces a graphic that can be shared with campus stakeholders.

The ACRL Value of Academic Libraries Committee announced the selection of Sara Lowe, Melanie Sellar, and Brandy Whitlock as curriculum designer/presenters for new learning opportunities on assessing library impact, building on the work of the ACRL program "Assessment in Action: Academic Libraries and Student Success" (AiA) this year. They join the team of continuing facilitators from the AiA program, Karen Brown, Eric Resnis, Debra Gilchrist, and Lisa Janicke Hinchliffe, as partners in shaping the curriculum and delivering the content. First, a day-long workshop was designed to provide professional development support to librarians who wish to know more about creating a plan to assess one particular program or service in their library. It is now available as a traveling ACRL workshop to campuses, chapters,

and consortia upon request. Second, the design team tried out an approach to support library leaders – deans and directors – in communicating about library impact with campus decision makers through a half-day guided discussion format.

In June 2016, ACRL released a statement on the value of academic libraries to be used by library leaders as a communication tool with academic leaders on their campuses such as provosts and presidents. Academic libraries provide critical direct and indirect value to institutions of higher education in the following areas: support recruitment, retention and matriculation; enhance student learning; support faculty research and teaching; and raise institutional visibility and contribute to the community. The statement was developed by ACRL's Value of Academic Libraries Committee and approved by the ACRL Board of Directors at the 2016 ALA Annual Conference in Orlando.

ACRL was selected as a host organization for the American Council of Learned Societies (ACLS) Mellon/ACLS Public Fellows Program, a career-building fellowship initiative designed to expand the reach of doctoral education in the humanities this year. In 2017, the Public Fellows program will place up to 22 recent PhDs from the humanities and humanistic social sciences in two-year staff positions at partnering organizations in government and the nonprofit sector. Fellows will participate in the substantive work of these organizations and will receive professional mentoring, an annual stipend, and health insurance. The Public Fellow placed at ACRL will advance one of the association's highest priorities by contributing to efforts to improve research around library contributions to student learning and success, which ties directly to our strategic goal that academic libraries demonstrate alignment with and impact on institutional outcomes.

Members of the Value of Academic Libraries Committee continue to regularly highlight significant research and project reports on the VAL blog and the Valueography.

### ***Assessment in Action Program***

In September 2012, ACRL was awarded a National Leadership Demonstration Grant of \$249,330 by the Institute of Museum and Library Services (IMLS) for the program "Assessment in Action: Academic Libraries and Student Success" (AiA). Part of ACRL's Value of Academic Libraries initiative, AiA was undertaken in partnership with the Association for Institutional Research (AIR) and the Association of Public and Land-grant Universities (APLU).

The three-year AiA program, which concluded this year, helped more than 200 postsecondary institutions of all types create partnerships at their institution to promote library leadership and engagement in campus-wide assessment. Each participating institution established a team with a lead librarian and at least two colleagues from other campus units. Team members frequently included teaching faculty and administrators from such departments as the assessment office, institutional research, the writing center, academic technology, and student affairs. Over a 14-month period, the librarians led their campus teams in the development and implementation of a project that aims to contribute to assessment activities at their institution.

In May, we released "Academic Library Impact on Student Learning and Success: Findings from Assessment in Action Team Projects," a report focusing on projects completed during the third

and final year as part of the program from April 2015 to June 2016. Teams from more than 50 campuses completed assessment projects and reported on them individually (fully searchable online), and this synthesis builds on past findings from an additional 150 projects completed during the first and second years of the AiA program as context.

More information about the AiA team projects is available in the [Assessment in Action Bibliography](#), listing dozens of journal articles, conference presentations, and other public reports. This bibliography aims to be comprehensive, capturing all scholarly and practice-based literature and presentations about AiA and campus projects conducted as part of the AiA program by campus team members, facilitators, and ACRL staff. An [online database](#) of reports from AiA project teams is also available.

A forthcoming print volume, *Shaping the Campus Conversation on Student Learning and Experience: Activating the Results of Assessment in Action*, will describe the entire AiA program in greater detail. The volume, to be published by ACRL in fall 2017, will provide context, offer reflections from team leaders, and serve as a culminating capstone for the three year IMLS-funded program.

### ***National Center for Education Statistics Integrated Postsecondary Education Data System/ ACRLMetrics***

In FY16 the ACRL, ALA, ACRL Joint Advisory Task Force to worked to clarify the academic library definitions in IPEDS Survey and all recommendations for the 2015 survey were accepted by NCES in July 2016. The Task Force is currently working on changes to the 2018 survey. The ACRL Academic Library Trends and Statistics Survey incorporates the IPEDS Academic Library Component and makes the results available through ACRL Metrics. The survey also enables participants to easily transfer their IPEDS responses to the institutional keyholder for the IPEDS survey.

### ***Student Learning***

The following activities are examples of ways ACRL moved towards meetings the association's goal of assisting librarians in transforming student learning, pedagogy, and instructional practices through creative and innovative collaborations during my term.

The ACRL *Framework for Information Literacy for Higher Education* has introduced a new way of thinking and practicing to the academic library community, and continues to bring both inspiration and challenge to librarians as they explore new directions in information literacy practice and research. As part of the work of the Framework for Information Literacy Advisory Board (FAB), the Cherry Hill Company was selected to develop an ACRL Framework for Information Literacy Sandbox, which launched in early December 2016. The Sandbox is an openly accessible platform and repository for librarians and their educational partners to discover, share, collect, and use ongoing work related to the Framework in practice and professional development.

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Additionally, we selected a team of three curriculum designers/presenters to create professional development offerings to provide support for librarians as they incorporate the Framework into their practice at all types of academic institutions. After careful consideration of the large and outstanding applicant pool, the selection committee, with representatives from the ACRL Student Learning and Information Literacy Committee and FAB, selected the following members for the new Framework Curriculum Designer/Presenter Team: Andrea Baer, instructional services librarian at the University of West Georgia; Brittney Johnson, head of library instruction at St. Edward's University; and Lindsay Matts-Benson, instructional designer at the University of Minnesota.

We also appointed four new members, kYmberly Keeton, Sara D. Miller, Raymond Pun, and Mark Szarko, to FAB to expand the range of expertise and perspectives that can contribute to the work of the group.

Perspectives on the Framework, a new bimonthly column focusing on the Framework and edited by our Student Learning and Information Literacy Committee (SLILC), debuted in the September 2016 issue of *C&RL News*. Column topics this year have included examining the Framework through the six frames, seeding local curricula through the Framework, sharing the Framework with faculty, and using the scholarship as conversation frame with non-profit management students.

The online version of the Framework has been accessed more than 70,000 times this year and 900 print copies have been distributed.

SLIC also announced the selection of Emma Molls, Joelle Pitts, and Michelle Reed as the newest presenters for the one-day licensed workshop, "Building a Curriculum on the Intersections of Scholarly Communication and Information Literacy," this year. Molls, Pitts, and Reed join the team of Maryam Fakouri and John Watts as partners in shaping the curriculum and presenting the workshop. Molls is publishing services librarian at the University of Minnesota; Pitts is instructional design librarian/associate professor at Kansas State University; and Reed is undergraduate learning specialist at the University of Kansas.

A variety of e-learning courses and webcasts, along with programs and preconference sessions at the ALA Midwinter Meeting, ALA Annual Conference, and ACRL 2017 Conference, provided additional opportunities for librarians to gain additional skills in these important areas.

A new white paper, "Global Perspectives on Information Literacy: Fostering a Dialogue for International Understanding," developed by SLILC, was published this year. The paper includes chapters written by information literacy experts from around the world, including Africa, Canada, Europe, Oceania, Asia, Latin America, and the Middle East, and seeks to share individual international perspectives that demonstrate how information literacy is viewed, taught, and conceptualized internationally. ACRL additionally published the monographs *Critical Library Pedagogy Handbook*, *Rewired: Research-Writing Partnerships within the Frameworks*, and *Reading, Research, and Writing: Teaching Information Literacy with Process-Based Research Assignments* this year.

The ACRL Board of Directors voted to rescind the association's *Information Literacy Competency Standards for Higher Education* at the 2016 ALA Annual Conference in Orlando. It is important to acknowledge the groundbreaking work embodied in the Standards, approved by the Board in 2000, in moving the profession forward. These Standards were co-developed with and subsequently endorsed by the American Association for Higher Education and the Council for Independent Colleges. ACRL recognizes the tremendous contributions of the Standards and the transformational work of many ACRL members working with them. The Standards paved the way for information literacy to become common language in many general education requirements and informed many regional and subject-oriented accreditation bodies.

### ***Information Literacy Immersion Program***

ACRL endeavors to improve members' ability to teach and assess lifelong learning skills. To help librarians and institutions develop and implement information literacy programs on their campuses, the ACRL Immersion "Classic" Program was offered July 22-28, 2016, at Champlain College. The program provided two tracks of intensive training and education for 84 attendees. The Teacher Track focused on individual development for librarians interested in enhancing or extending their individual instruction skills, while the Program Track focused on developing, integrating, or managing campus-wide and programmatic information literacy programs.

Forty individuals participated in the face-to-face portion of the Immersion Teaching with Technology Program in Baltimore, March 21-22, 2017, and participated in four additional weeks in an active online learning environment, including weekly synchronous webcasts. The program provides a practical framework for evaluating instructional technology in order to integrate it more effectively into face to face and/or online teaching. We also offered a regional Immersion program at SUNY Plattsburgh in August 2016.

Wendy Holliday, head of teaching, learning, and research services at Northern Arizona University, and Michelle Millet, director of the Grasselli Library and Breen Learning Center at John Carroll University, were approved as the new Immersion faculty co-coordinators by the ACRL Board of Directors this year. In addition, six individuals were selected from a pool of applicants to join the Immersion faculty. The new faculty members are Mary Broussard, Lycoming College; Anne-Marie Deitering, Oregon State University and Press; Rhonda Huisman, Marion University; Jennifer Kelley, College of DuPage; Clarence Maybee, Purdue University; and Rebecca Miller, Penn State University.

### ***Research and Scholarly Environment***

ACRL's scholarly communication program actively promotes a commitment to the greater good through the transition to a more open system of scholarship. To assist with this goal, we released a new version of our popular Scholarly Communication Toolkit this year. The Toolkit has been updated with new and revised content and is now hosted through Springshare's LibGuides. The Toolkit, developed and maintained by the ACRL Research and Scholarly Environment Committee (ReSEC), continues to provide content and context on a broad range of scholarly communications topics and offers resources and tools for the practitioner. The new Toolkit features sections on topics such as fair use, public access mandates, and library publishing in



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addition to more fully developed sections on open access publishing and repositories. The ACRL Scholarly Communication Toolkit is freely available online and licensed through Creative Commons.

The ACRL Board of Directors approved a new Policy Statement on Open Access to Scholarship by Academic Librarians at the ALA Annual Conference in Orlando. The policy statement was developed by ReSEC with feedback from members and the broader community then vetted by the ACRL Standards Committee. The Board additionally issued a statement on the dissemination of federal research in February 2017, with input from ReSEC. The Board believes that privileging political viewpoints, rather than facts, erodes our country's values of democracy, liberty, and equality and that limiting the ability of scientists and other educators to communicate with the public jeopardizes the creation of new knowledge. It is critical to maintain open communication from the government to the public, especially to support efforts to enfranchise disadvantaged and underrepresented populations, who rely on access to publicly available resources to make economic and health decisions.

ReSEC selected five sites to host the workshop "Scholarly Communication: From Understanding to Engagement" as road show events in 2017. Recognizing that scholarly communication issues are central to the work of all academic librarians and all types of institutions, ACRL is underwriting the bulk of the costs of delivering this proven content by sending expert presenters on the road. The institutions selected to host the 2017 road shows are Council of Research and Academic Libraries, Portland State University Library, University of Delaware Library, University of Nebraska-Lincoln, and Worcester Polytechnic Institute. The workshop focuses on access, emerging opportunities, intellectual property, and engagement. Elizabeth Brown, Carla Myers, and Rachael Samberg were selected as the newest presenters for the workshop this year. ACRL also makes the workshop available to additional interested institutions.

ReSEC also awarded Timothy Dolan and Michelle Reed sponsored scholarships to attend OpenCon 2016, held November 12-14 in Washington, DC. Dolan is librarian at Greenfield Community College, Mass., and Reed is open education librarian at the University of Texas-Arlington.

Kristin Briney, Christina Chan-Park, Laura Palumbo, and Sarah Wright were named as the newest presenters for the one-day licensed workshop "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work." They join the team of Abigail Goben and Megan Sapp Nelson as partners in shaping the curriculum and presenting the workshop.

The ACRL Scholarly Communication Discussion Group, Scholcomm discussion list and the ACRL/ SPARC Forum on Emerging Issues in Scholarly Communication continue to be important venues for strengthening the association's role in supporting new models of scholarly communication. Monthly articles on scholarly communication issues and trends in *C&RL News* play an important role in disseminating a body of knowledge for the field. ACRL also raised awareness of important scholarly communication issues by offering a free ACRL Presents webcast, "Using Fair Use to Preserve and Share Disappearing Government Information," in February 2017, to celebrate Fair Use Week.

## ***New Roles and Changing Landscapes***

The ACRL Board of Directors approved a new goal area for the ACRL Plan for Excellence, New Roles and Changing Landscapes, in March 2016. The new goal focuses on assisting the academic and research library workforce to effectively navigate change in higher education environments. The goal's objectives are to deepen ACRL's advocacy and support for a full range of information professionals; equip library workforce at all levels to effectively lead, manage, and embrace change; and expand ACRL's role as a catalyst for transformational change in higher education. A new goal area committee was appointed by the Board and has begun work to move the goal forward.

The ACRL Diversity Alliance, the first project under the new goal area, was approved by the ACRL Board at the 2016 ALA Annual Conference. The ACRL Diversity Alliance program, which launched in fall 2016, unites academic libraries who share a commitment to increase the hiring pipeline of qualified, talented individuals from underrepresented racial and ethnic groups. The ACRL Diversity Alliance grew out of an initiative led by founding members American University, the University of Iowa, Virginia Tech, and West Virginia University. There are currently 29 ACRL Diversity Alliance member institutions.

The executive board of the Mountain Plains Library Association (MPLA) voted to formally support the goals of the ACRL Diversity Alliance this year. MPLA will encourage academic institutions in its twelve member states (Arizona, Colorado, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Utah, and Wyoming) to participate in establishing residency programs for professionally underrepresented racial and ethnic groups in the library profession. MPLA will pay one-half of the institution's \$500 first-year participation fee, and will pay the cost of MPLA membership for the duration of the chosen candidate's residency at the institution. The Arizona State University Library recently became the first MPLA member institution to sign on for the MPLA/ACRL Diversity Alliance partnership.

## ***Enabling Programs and Services***

In addition to the four Plan for Excellence goal areas, ACRL serves our members, along with the academic and research library community, through a variety of programs and services. Highlights of the regularly recurring operations relevant to the ability of ACRL to lead academic and research librarians and libraries in advancing learning and scholarship are reported below.

### ***Member Engagement***

ACRL's membership activities build on retaining core membership while recruiting from new and diverse communities. As of April 30, 2017, ACRL had 10,865 members, a decrease of 6.6% (776 fewer members) since FY15 (the last ACRL Conference year). There are currently 10,241 personal members, 633 organizational members, and 18 corporate members. ACRL initiated quarterly surveys of new, lapsed, and current members in FY16 and learned that members join (and renew) because they value ACRL professional development opportunities, standards and

guidelines, and resources that help members to do their jobs. We will continue to look for ways to partner with ALA to improve member retention.

The ACRL 101 programs held prior to, and during, the ALA Annual Conference continue to educate members and potential members on the wide range of ACRL activities and opportunities for participation. ACRL's presences on Facebook, Instagram, Pinterest, and Twitter continue to grow and provide our membership with new avenues to connect with colleagues and the association. For the eighth year, we held a virtual orientation session for incoming leaders and offered a webcast to help members volunteer for ACRL committees. A number of ACRL committees, interest groups, discussion groups, sections, and the Board of Directors are working virtually and taking advantage of ALA Connect and other virtual meeting systems to keep the work of the association moving forward year round.

On September 1, 2016, the African American Studies Section (AFAS) officially transitioned to the African American Studies Librarians Interest Group (AASLIG) and the Law and Political Sciences Section (LPSS) was renamed the Politics, Policy and International Relations Section (PPIRS).

ACRL provides special connections for members, both virtual and personal. ACRL sections offer 16 vibrant and dynamic communities that nurture individual development and foster a deeper connection to the profession. Sections continue to offer successful mentoring opportunities along with programming and special social events at the ALA Midwinter Meeting and Annual Conference to create community among new and continuing members. In addition, ACRL's 21 interest groups address emerging areas of interest in academic librarianship and our 21 discussion groups provide avenues for members to connect around issues through informal networks for exchanging ideas and problem-solving.

The ACRL Dr. E.J. Josey Spectrum Scholar Mentor Program paired 21 ALA Spectrum Scholars interested in careers in academic librarianship with ACRL members to mentor them. The program has matched nearly 160 pairs of mentors and Scholars since its establishment in 2003.

### *Awards*

Since 1923, the ACRL Awards Program has recognized and honored the professional contributions and achievements of academic libraries and librarians. This special recognition by ACRL enhances the sense of personal growth and accomplishment of our members, provides our membership with role models, and strengthens the image of our membership in the eyes of employers, leadership and the academic community as a whole.

In 2017, 29 outstanding individuals and institutions received ACRL awards recognizing their accomplishments. ACRL's top honor, the Academic/Research Librarian of the Year Award, was presented to Loretta Parham, CEO and director of the Atlanta University Center Robert W. Woodruff Library. Highly respected by the library and higher education communities, Parham tirelessly worked to transform the Robert W. Woodruff Library, serving Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spellman College, into a modern 21st century research facility known for its distinctive spaces and service.

ACRL continues to present the Excellence in Academic Libraries Award to recognize the staff of a community college, a college, and a university library for exemplary programs that deliver outstanding services and resources to further the educational mission of their institution. This year's recipients were Santa Clara University in the university category, Columbia College Chicago in the college category, and Miami Dade College in the community college category. The award, sponsored by ACRL and GOBI Library Solutions from EBSCO, includes a presentation ceremony on the campus of each award-winning library.

### ***Publications***

#### ***Monographs***

ACRL released a wide variety of monograph publications in the past year, including *Bridging Worlds: Emerging Models and Practices of U.S. Academic Libraries Around the Globe*; *Choosing to Lead: The Motivational Factors of Underrepresented Minority Librarians in Higher Education*; *Collaborating for Impact: Special Collections and Liaison Librarian Partnerships*; *Critical Library Pedagogy Handbook, Two Volume Set*; *Curating Research Data, Two Volume Set*; *The First-Year Experience Cookbook*; *Mobile Technology and Academic Libraries: Innovative Services for Research and Learning*; *Reading, Research, and Writing: Teaching Information Literacy with Process-Based Research Assignments*; *Rewired: Research-Writing Partnerships within the Frameworks*; *The Small and Rural Academic Library: Leveraging Resources and Overcoming Limitations*; and *Students Lead the Library: The Importance of Student Contributions to the Academic Library*. The 2015 edition of *Academic Library Trends and Statistics* was issued in December 2016.

The full back catalog of ACRL monograph publications is available in a variety of formats through the ALA Store and Amazon. E-books of ACRL monograph titles are also available for purchase by libraries through EBSCO and ProQuest.

#### ***Serials***

The online versions of ACRL's *College & Research Libraries (C&RL)*, *College & Research Libraries News (C&RL News)*, and *RBM: A Journal of Rare Books, Manuscripts, and Cultural Heritage* publications migrated to the Open Journal Systems (OJS) platform in late April. OJS is an open source journal management and publishing system developed by the Public Knowledge Project as part of its efforts to expand and improve access to research. The move of ACRL's serials publications to OJS aligns the association's commitment to open access publishing with the open source software movement.

The ACRL Board of Directors approved the appointment of Richard Saunders of Utah State University as the next editor of *RBM: A Journal of Rare Books, Manuscripts, and Cultural Heritage* at the 2017 ALA Midwinter Meeting in Atlanta. Saunders will succeed current editor Jennifer Sheehan of The Grolier Club in July 2017.

As mentioned earlier, the March 2017 special issue of *C&RL* featured a selection of articles related to current trends and issues in scholarly communication. As part of its social media program, the journal hosted a Twitter forum on the preprint article "Format Aside: Applying Beall's Criteria to Assess the Predatory Nature of Both OA and Non-OA Library and Information

Science Journals" in March 2017. The authors discussed their findings, answered questions, and offered recommendations for journal evaluation. *C&RL*'s Facebook and Twitter presences are home to updates on pre-print and current articles, book reviews, highlights of past articles from the journal's history, and exclusive content from *C&RL* editors and researchers.

Perspectives on the Framework, a new bimonthly column focusing on ACRL's Framework for Information Literacy for Higher Education and edited by our Student Learning and Information Literacy Committee, debuted in the September 2016 issue of *C&RL News*. Column topics this year have included examining the Framework through the six frames, seeding local curricula through the Framework, sharing the Framework with faculty, and using the scholarship as conversation frame with non-profit management students.

ALA JobLIST, the online career center for job seekers and employers in library and information science and technology run cooperatively by ACRL with ALA's *American Libraries* magazine, continues its post-recession resurgence with growth of 10% or more for the sixth consecutive year. Reflecting both the improved hiring market for the library profession as well as operational improvements to the JobLIST service, the site will host more than 3,000 job ads in FY17.

### ***Choice***

During the past year, Choice, a publishing unit of ACRL, has continued to execute against its strategic plan, approved by the ACRL Board of Directors at the 2015 ALA Midwinter Meeting. Under the plan, the first order of business was to rebuild our flagship digital product, Choice Reviews, and we moved quickly to complete this work in time for the ALA Annual Conference a year ago. Following its launch, the new Choice Reviews rapidly gained acceptance among its subscriber base and has served an average of 305,000 pages a month to librarians and scholars during the past nine months. A landmark of sorts was reached on March 3, 2017, when Choice published its 200,000<sup>th</sup> review since digital archiving began in 1988.

With the core Choice product now on a firm footing, we moved to expand our portfolio of services to the library community. First up has been a collaboration with The Charleston Company, with whom we are soon to publish CC Advisor, the online review service for academic databases, websites, and tools. Both The Charleston Company and Choice are contributing editorial resources to this project, with launch is scheduled to coincide with the beginning of the 2017–18 academic year.

Choice is also at work planning for Open Choice, a combined review service and peer-to-peer platform devoted to the discovery, evaluation, and recommendation of Open Educational Resources. As planned, Open Choice will allow teaching faculty, librarians, instructional designers and others to rapidly identify suggested resources for classroom instruction and to benefit from the comments and evaluations of these resources by trusted peers.

Meanwhile, the ACRL-Choice sponsored webinar program enjoyed another highly successful year, garnering almost 18,600 registrants and 6,700 attendees for twenty-five webcasts as of this writing. These figures represent an increase of almost 40% over last year and testify to the reach and reputation of the program.

Finally, Resources for College Libraries, our copublishing venture with ProQuest, continues to be enhanced with new edition updates and annual revisions. The combined RCL and RCL Career Resources database now contains more than 90,000 titles. This coming year we will be working closely with ProQuest to expose and reaffirm the value of this carefully curated list—the work of more than 70 subject-area editors—to librarians and scholars alike.

### ***Reports, White Papers, Online Publications***

The New Media Consortium (NMC), University of Applied Sciences (HTW) Chur, Technische Informationsbibliothek (TIB), ETH Library, and ACRL jointly released the “NMC Horizon Report > 2017 Library Edition” at the ACRL 2017 Conference. This is the third edition of the NMC Horizon Report that explores the realm of academic and research libraries in a global context. The report describes annual findings from the NMC Horizon Project, a 15-year-old ongoing research project designed to identify and describe emerging technologies poised to influence learning, teaching, and creative inquiry. Six key trends, six significant challenges, and six important developments in educational technology are placed directly in the context of their likely impact on the core missions of academic and research libraries.

Every two years, the ACRL Research Planning and Review Committee releases an environmental scan of higher education, including developments with the potential for continuing impact on academic libraries. The 2017 environmental scan provides a broad review of the current higher education landscape, with special focus on the state of academic and research libraries. The document builds on earlier ACRL reports, including the Top Trends in Academic Libraries. The 2017 environmental scan is freely available on the ACRL website.

*Keeping Up With...*, ACRL’s online current awareness publication series, continued issuing concise briefs on trends in academic librarianship and higher education. Each edition focuses on a single issue including an introduction to the topic and summaries of key points, including implications for academic libraries. The series’ offerings this year included information on small and rural libraries, ACRL 2017, open peer review, academic advising, and digital pedagogy.

### ***Blogs/ Social Media***

ACRL continued to leverage social media to deliver content over the past year. The ACRL Insider blog provides daily updates of association activities. ACRLog provides ideas, commentary, and reflection on the professional issues of the day. The Value of Academic Libraries blog features news on the association’s value of academic libraries initiative along with essays from members of the Value of Academic Libraries Committee. The ACRL TechConnect blog provides information and essays on cutting edge applications of technology in the academic library environment. Several ACRL groups also manage content blogs focused on their specialties. As noted in the member engagement section, ACRL social media presences on Facebook, Twitter, Instagram, and Pinterest provide news and avenues for engagement with the association.

### ***Standards and Guidelines***

The development of standards and guidelines for all areas of academic and research librarianship is a core service of ACRL. These standards and guidelines are a key ACRL contribution to the profession. As previously noted, the ACRL Board of Directors formally rescinded the

*Information Literacy Competency Standards for Higher Education* at the 2016 ALA Annual Conference. The Board approved new *Proficiencies for Assessment Librarians and Coordinators* and revised *Guidelines: Competencies for Special Collections Professionals* this year, along with *Roles and Strengths of Teaching Librarians*, a retitled revision of the association's *Standards for Proficiencies for Subject Librarians and Coordinators*.

### ***Education***

ACRL continues to offer a wide range of professional development programs and events to meet the needs of today's academic and research librarians.

### ***ACRL Conference***

More than 5,000 library staff, exhibitors, speakers and guests from around the world, met from March 22-25, 2017, in Baltimore for the ACRL 2017 conference. Themed *At the Helm: Leading Transformation*, attendees selected from more than 500 dynamic sessions curated by academic librarians and more than 200 exhibitors showcasing cutting-edge products. The ACRL 2017 Virtual Conference offered access to 12 live webcasts, bringing attendees together within the virtual community to interact in real time with participants and presenters. The Virtual Conference also provides access to more than 200 Slidecasts (PowerPoint presentations synced with real-time audio) from every contributed paper, invited presentation, lightning talk, panel session, and TechConnect program presented at ACRL 2017. Registration figures were the highest ever for an ACRL conference continuing an upward trend in participation, with 3,499 face-to-face and more than 246 virtual attendees from all 50 states and 31 countries. The conference attracted more than 1,320 first-time attendees, the highest recorded. ACRL 2019, *Recasting the Narrative*, is scheduled to take place April 10 – 13, 2019, in Cleveland, Ohio.

### ***ACRL @ ALA Conferences***

My Joint President's Program with PLA President Felton Thomas, Jr. featured leadership expert Bernard (Bernie) Banks, associate dean for leadership development and clinical professor of management at Northwestern University's Kellogg School of Management. Banks discussed how organizational challenges can be understood from a variety of organizational frames, thus giving attendees a more complex approach to developing effective, robust solutions. I also held a Presidential Forum at the 2017 ALA Midwinter Meeting in Atlanta. Titled "Leadership Development for New Library Roles," the session featured academic library leaders who shared their experiences leading workforce and organizational change and offered strategies useful to all library staff wanting to build new roles and skills to support value-added services.

ACRL sponsored an additional 19 section, committee, and individual programs in Chicago on topics such as protest and preservation, data publishing, mentoring, social justice and information literacy, student contributions to the library, library outreach, open educational resources, and more. A preconference session sponsored by the Instruction Section provided information on *Going with (and Growing with) the Framework: Teaching Information Literacy with a Social Justice Lens*.

### ***RBMS Conference***

The 58th Annual RBMS Conference, *The Stories We Tell*, was held June 20-23, 2017 in Iowa City, Iowa. The conference focused on storytelling as practice and metaphor in the mission and

daily work of special collections. Highlights included talks on the future of bibliographic data, telling the story of the 2016 election, pop-up special collections exhibits, diversity recruitment and representation, and more. This year's event featured seven panel sessions, six participatory sessions, three plenaries, ten seminars, and three workshops, along with 10 posters and a service project focusing on habitat restoration and maintenance with the Bur Oak Land Trust.

### ***Women's Leadership Institute***

ACRL again collaborated with members of the Council for Higher Education Management Associations to offer the 2016 Women's Leadership Institute, held December 6-9, 2016, in Dana Point, California. The Women's Leadership Institute is an experience which provides professional development opportunities on issues that affect women within the higher education community. The program has the added benefit of bringing together women from administrative and student affairs functions across institutions of higher education.

### ***Online Learning***

The ACRL e-Learning program offered 20 e-Learning events consisting of 18 webcasts and 2 multi-week courses this year on a variety of topics such as modern pathfinders, research data management, managing change, innovation, information literacy instruction, and more. More than 250 individuals and 130 groups participated in this year's e-Learning offerings to date.

### ***ACRL Presents... Webcasts***

The ACRL Presents... program offers free occasional webcasts on issues of broad interest and importance to the academic and research library community. ACRL Presents... webcasts offered this year included "Update on Action-Oriented Research Agenda" (November 2016) and "Using Fair Use to Preserve and Share Disappearing Government Information" (February 2017).

### ***ACRL-Choice Webinars***

ACRL-Choice webinars connect academic and research librarians with content and service providers, publishers, authors, and other experts. Since the launch of the program in 2013, thousands of participants have attended these free interactive webinars, with topics ranging from using social media to build library communities and the latest reference databases to open access. The ACRL-Choice webinar series is an ongoing program, offering approximately thirty presentations each academic year. ACRL-Choice webinars presented a cornucopia of topics this year, including digital preservation, open access monographs, LibGuides, and more.

### ***Scholarships***

Knowing that professional development is essential to the success of academic and research librarians, we awarded more than \$154,560 in scholarships this year, through 206 scholarships awarded for the ACRL e-Learning program, the Immersion Program, ACRL 2017 Conference, and 58th RBMS Conference.

The ACRL Rare Books and Manuscripts Section (RBMS) additionally received an \$8,000 grant from the Gladys Krieble Delmas Foundation to provide scholarships for first-time attendees to the 2017 RBMS Conference.



### *Advocacy*

#### *Legislative Advocacy*

Public policy issues effecting higher education remain an essential focus of the strategic plan. Each year, the ACRL Government Relations Committee, in consultation with the ACRL Board of Directors and staff, formulates an ACRL Legislative Agenda. Drafted with input from the ACRL Scholarly Research and Scholarly Environment Committee, along with additional committees, ACRL leaders, and the ALA Washington Office, the legislative agenda is prioritized and includes objectives for legislative action at the national level on issues that may affect the welfare of academic and research libraries. The 2017 ACRL Legislative Agenda focuses on four issues that the U.S. Congress has recently taken, or will most likely take, action on in the year ahead: federal funding for libraries, network neutrality, access to federally funded research, and privacy and government surveillance. The agenda also includes a watch list of policy issues of great concern to academic librarians. Legislation on these issues is not likely to arise and, moreover, ACRL does not believe that any legislation about these issues is necessary. Issues on the watch list are: access to government data, proposed budget cuts, and activities of the Congressional House Education and the Workforce Committee. ACRL will continue tracking these issues and advocate for the best interests of academic and research libraries, if necessary.

ACRL Board of Directors encouraged individual academic librarians to respond to an action alert from the National Endowment for Humanities and advocate with the U.S. President and Members of Congress about the value of federal funding for the humanities in late January.

ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy this January in response to a request for information on data management and sharing strategies and priorities. NIH sought public comments to consider how digital scientific data generated from NIH-funded research should be managed, and to the fullest extent possible, made publicly available; and, how to set standards for citing shared data and software.

We also joined other higher education and library organizations in articulating a joint set of Net Neutrality Principles they recommend form the basis of any review of the FCC's 2015 Open Internet Order. The groups believe strong, enforceable network neutrality protections are essential to protecting freedom of speech, educational achievement, and economic growth. The groups sent letters to the FCC Chairman and Commissioners as well as to leaders of the U.S. Senate Committee on Commerce, Science and Transportation and the U.S. House Committee on Energy and Commerce.

In April, ACRL joined more than 80 other organizations in signing a coalition letter supporting the Open, Public, Electronic, and Necessary (OPEN) Government Data Act, reintroduced by a bicameral and bipartisan group of lawmakers in March 2017 as S. 760 and H.R. 1770. The OPEN Government Data Act will require all federal agencies to publish their information online, using non-proprietary, machine-readable data formats. The bill codifies and expands the 2013 government-wide Open Data policy ("Open Data Policy-Managing Information as an Asset", M-13-13), which has been integrated into agency policy for the past three years. It is similar to what was passed by the Senate last Congress. The association also signed on to a coalition letter

initiated by the Association of Public Data Users and sent to Congress asking members to support the Open Data Act and fund Federal statistics.

ACRL additionally became one of the more than 60 partner organizations to sign on in support of the March for Science, held on Earth Day in April. The ACRL Board of Directors voted to partner with the March for Science and encouraged ACRL members to attend marches in their local areas.

ACRL continues to be an active partner with ALA and the Association of Research Libraries (ARL) in the Library Copyright Alliance (LCA). Over the course of the past year, LCA has taken action on a number of important issues by issuing comments on pending legislation and court cases, joining briefs, and releasing papers and guides on a wide range of copyright and fair use issues including network neutrality, the selection process for the Register of Copyrights, Section 512 of the Digital Millennium Copyright Act, the right of first sale with respect to the transmission of digital works, Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled, and more.

### ***Strengthening Partnerships with Higher Education***

ACRL continues to work with higher education associations to strengthen both partnerships and the profession. We collaborated with members of the Council of Higher Education Management Associations to offer the 2016 Women's Leadership Institute. This program brought together mid-level administrators from across campus functions to share experiences, develop a better understanding of the campus as a workplace and culture, and create new networks and networking skills.

As mentioned in the Value of Academic Libraries section of this report, the Association for Institutional Research and the Association of Public and Land-grant Universities partnered with ACRL to receive a National Leadership Demonstration IMLS Grant for the "Assessment in Action (AiA): Academic Libraries and Student Success" project, which concluded this year.

ACRL additionally maintains liaison relationships with a number of higher education associations through the Liaisons Assembly. ACRL currently has liaison relationships with the Academy of Criminal Justice Sciences (ACJS), American Anthropological Association (AAA), American Association for the Advancement of Science (AAAS), American Association of Community Colleges (AACCC), American Council of Learned Societies (ACLS), American Political Science Association (APSA), American Sociological Association (ASA), Association for Information Science and Technology (ASIS&T), Association for Library and Information Science Education (ALISE), Council of Independent Colleges (CIC), EDUCAUSE Learning Initiative (ELI), International Association of Aquatic and Marine Science Libraries and Information Centers (IAMSLIC), Modern Language Association (MLA), National Resource Center for The First-Year Experience and Students in Transition (NRC-FYEST), National Women's Studies Association (NWSA), Society for College and University Planning (SCUP), Society for Information Technology and Teacher Education (SITE), Special Libraries Association (SLA), and United States Agricultural Information Network (USAIN).

### *Final Thoughts*

I have been honored to serve ACRL during my presidential year. Presenting the Excellence in Academic Libraries Awards was a true joy as I connected with many of you in a different way and had the opportunity to tour your outstanding libraries and campuses. Each celebration was unique and fitting for the culture of the institution, from the wine reception at Santa Clara University; to the breakfast empanadas at Miami Dade College where we did the ceremony twice, once to their Board and then for the library staff; to the multiple floors of visual and performing arts presentations of Columbia College Chicago. It was also a thrill to call Loretta Parham with the news that she was the recipient of the ACRL Academic/Research Librarian of the Year Award. I have known Loretta since we were elected the same year and served together on the ACRL Board as Directors-At-Large.

I found the opportunity to speak at two Chapter conferences equally wonderful. For the ACRL New England Chapter, I presented on the Assessment in Action (AiA) program. Having lived and worked in New England for many years it was wonderful to reconnect with friends and make new ones. For the Kentucky Chapter, I presented on ACRL and Advocacy for their spring joint conference, which was held at Lake Barkley State Park in Cadiz, Kentucky. The lovely setting, evening game night, and delicious buffet enhanced the experience and created community whether staying at the lodge or in the cabins. Being an invited President's Panelist to speak about ACRL and Open Access at the Art Libraries of North America's conference in New Orleans exposed me to the world of art librarianship in a new way. I also loved exploring the exhibits which focused on rare art books and new designs of innovative materials.

As the ACRL President, I also represented the association by attending the fall and spring Coalition for Networked Information (CNI) meetings and the Association of Research Library (ARL) meetings. The latter I would have attended anyway due to my "day" job. I had never attended CNI before but found great value in the sessions and networking, especially leading into the National Library Legislative Day (NLLD) event in May. At CNI, I connected with those working in government on networked information, preservation, and repositories. Hearing their stories helped to provide a broader perspective on the information landscape, as did the National Library of Medicine's director, Dr. Patricia Brennan's address at ARL. As noted previously in this report, our liaison work with other associations and organizations helps inform our work and provides opportunities for intersections.

A recent highlight this year was attending the National Library Legislative Day. I felt my meetings with the Hawaii Congressional delegation members and/or their staff delivered a real result (both of Hawaii's senators signed the FY18 LSTA and IAL Dear Appropriator letters), and served to form a connection as I shared the AiA reports and database to provide them with access to data to demonstrate the value of academic and research libraries in support of their work. Attending meetings as a group with the other ACRL attendees, President-Elect Cheryl Middleton, Executive Director Mary Ellen Davis, and Senior Strategist for Special Initiatives Kara Malenfant, on information policy issues, especially net neutrality, with House and Senate committee staff was also beneficial and informative. We are hopeful that these connections will bare future fruit. I was also delighted to participate in the sendoff of retiring ALA Washington

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Office Executive Director Emily Sheketoff, whose Washington Updates and Board presentations at our ALA Midwinter and Annual meetings will be missed.

I wish to name the members of the ACRL President's Program Committee as they went above and beyond the usual expectations for this committee. Not only did they work on the ALA Annual ACRL President's Program, which is normally the work of the committee, but as previously noted they did a discussion panel at the 2017 ALA Midwinter Meeting, a panel at the ACRL 2017 conference in Baltimore, and led an interactive session during the ALA Annual Conference ACRL Leadership Council meeting. Many thanks to co-chairs Patricia Kreitz and Anne Marie Casey, and their committee members Jon E. Cawthorne, Kathleen M. DeLong, Adriene I. Lim, Jennifer E. Nutefall, Kathlin Lee Ray, Catherine B. Soehner, and ACRL Staff Liaison Megan Griffin. They all did incredible work bringing my theme of leadership to life.

This has been a banner year in so many ways. The work moving the Plan for Excellence forward by the four goal area committees, the record-setting Baltimore conference, and our successes in delivering Choice and ACRL publications and educational opportunities all help our membership achieve their aims. I would be remiss if I did not mention the nearly 400 individual donations received to the various scholarship and other ACRL funds which resulted in even more participation at our events. The value placed by members in what you received from your work in the association, demonstrated via donation so others may also participate, speaks volumes to the importance of our work. We truly are a terrific member-engaged association.

To each of you who volunteers your time in service to the association and therefore the profession, many thanks. I have worked with a wonderful group of ACRL presidents, Budget and Finance Committee and chair, our ACRL ALA councilor, Board directors-at-large, and executive director and her staff. As a collective we have worked well and with careful consideration on all matters that came before us. This year has been a gift, and I thank you all for it.