

Association of College and Research Libraries
Board of Directors Update 2017

Friday, June 23, 2017
8:00–10:00 a.m.
Hilton Chicago, Conference Room 4D
Chicago, IL

Agenda

7:30–8:00 a.m. Optional Light Breakfast

Time	Item (Document number follows topic and presenter)
8:00–8:10 a.m. <i>Information</i>	1.0 Welcome/Introductions (Herold) <ul style="list-style-type: none"> Welcome new Board members
8:10–8:20 a.m. <i>Information/Discussion</i>	2.0 Preparation for Board Meetings (Herold) <ul style="list-style-type: none"> 2.1 Questions about agenda items? 2.2 Anything we need a special work session for between Board meetings? 2.3 Prepare for New Roles and Changing Landscapes Discussion #3.4, #4.0, #5.0
8:10–8:15 a.m. <i>Information</i>	3.0 Preparation for Leadership Council (Herold) #21.0 <ul style="list-style-type: none"> Review outcomes for Leadership Council and Board role.
8:15–9:05 a.m. <i>Discussion</i>	4.0 ACRL Fundraising, Sales & Vendor Relations (Gelfand, Herold) #16.0, #22.0, #22.1, #23.0 The Board will discuss ACRL's fundraising activities (Friends, Colleagues, and sales) and its desired relationships with vendors.
9:05–9:25 a.m. <i>Discussion</i>	5.0 Virtual Participation (Fuchs) #19.0 The Board will review the Instruction Section's notice that they will not attend ALA Conferences going forward and instead focus on virtual participation and consider alternative conferences for engaging members. The Board will consider if it wants to ask IS for specific assessment information and if so when they would like to have a report.

Time	Item (Document number follows topic and presenter)
9:25–9:45 a.m. <i>Discussion</i>	6.0 Top Issues Facing the Profession & SPOS Agenda (Middleton/Petrowski) #17.0, #18.0, #24.0, #31.0, FYI-15 The Board will discuss issues facing the profession as articulated by ACRL 2017 conference attendees, and consider whether any merit further exploration at SPOS or through another venue.
9:45–10:00 a.m.	7.0 New Business (Herold /All) <ul style="list-style-type: none"> • Heads up on any ALA Council issues? (LaFleur) • Fall Board Meeting 2017 Plans (Middleton) • Current topics
10:00 a.m.	8.0 Adjournment (Herold)

Upcoming meetings:

- Friday, June 23
 - ACRL Board Orientation, 10:00–noon, Hilton Chicago, Conference Room 4D
 - ACRL Leadership Council & Membership Meeting, 1:00–3:00 p.m. Hilton Chicago, Continental A
 - ACRL Leadership Council Welcome Reception, 3:00–4:00 p.m., Hilton Chicago, Continental B
- Saturday, June 24
 - ACRL Board Meeting I, 1:00–5:30 p.m., Hilton Chicago, Marquette Room
- Monday, June 25
 - ACRL Board Lunch, 11:30 a.m.–1:00 p.m., Hilton Chicago, Suite #TBA
 - ACRL Board Photo, 1:15–1:30 p.m., Hilton Chicago, Marquette Room
 - ACRL Board Meeting II, 1:30–4:30 p.m., Hilton Chicago, Marquette Room

ACRL Board Meeting Ground Rules

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2. Be present, attentive, engaged and prepared.
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5. Speak up if you have a question or to test assumptions.
6. Listen actively and differ respectfully.
7. Signal conclusion, identify next steps, and make clear assignments.
8. Encourage/Give everyone an opportunity to talk.
9. Make knowledge-based decisions using these four questions:

4 Questions for Knowledge Based Decision Making

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?
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4. What are the ethical implications of this decision? * What do you wish that you knew, but don't?

Social Media Guidelines

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Board members who engage with social media agree to do so in a professional manner and to act in accordance with the Board's Ground Rules, which are reviewed and updated each year at the Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:

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- e. report on action items;
- f. leverage social media to gather feedback from members.

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- c. Board members initiating discussion on social media should report back to responding members with the results of the discussion.

Dates to Save

- **Strategic Planning & Orientation Session (SPOS) 2017**, Cleveland, OH: September 13–15, 2017
- **Fall Executive Meeting 2017***, Chicago, IL or virtual: Date TBD
- **Midwinter Meeting 2018**, Denver, CO: February 9–13, 2018
- **Spring Executive Meeting 2018***, location & date TBD
- **ALA National Library Legislative Day 2018**, Washington, DC: May 7-8, 2018
- **Annual Conference 2018**, New Orleans, LA: June 21–26, 2018

- **Strategic Planning & Orientation Session (SPOS) 2018**, location & date TBD
- **Fall Executive Meeting 2018***, location & date TBD

* Only Executive Committee members required to attend.

Association of College and Research Libraries
Board of Directors Meeting I

ALA Annual Conference
Saturday, June 24, 2017
1:30–5:30 p.m.
Hilton Chicago, Marquette Room

Board I Agenda

Time	Item	(Document number follows topic and presenter)
1:30–1:31 p.m.	1.0	Call to order (Herold)
1:31–1:33 p.m.	2.0	Opening remarks/review of ground rules (Herold)
1:33–1:34 p.m. Action	3.0	Adoption of the Agenda (Herold)
1:34–1:50 p.m. Information	4.0	ALA Board Liaison Update (Karen Downing) ALA Board Liaison will share information from ALA and take questions and address topics of interest to the ACRL Board.
1:50–3:05 p.m. Information/Action	5.0	Goal-area Committee Updates (Herold) #3.0 The Board will hear updates from the strategic goal-area committee chairs and have the opportunity to ask questions in order to assess progress toward Plan for Excellence goals.
1:50–2:05	5.1	Research and Scholarly Environment Committee (Buckland, Hswe) #3.1
2:05–2:20	5.2	Value of Academic Libraries Committee (Corris Hammond, Carbery) #3.2
2:20–2:35	5.3	Student Learning and Information Literacy Committee (Huisman, Berman) #3.3, #3.3a
2:35–3:05	5.4	New Roles and Changing Landscapes Committee (Gremmels, Emmons) #3.4
3:05–3:06 p.m. Action	6.0	Consent Agenda (Herold) #2.0 [In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.] The following items are placed on the consent agenda.

Time	Item (Document number follows topic and presenter)
	Confirmation of Virtual Votes
	6.1 Choice OER Funding
	6.2 Revised Licensed Workshop Presenter Coordinator Procedures
	6.3 Renaming the Information Commons Discussion Group to the Learning Commons Discussion Group
	6.4 Roles and Strengths of Teaching Librarians
	6.5 Transition of the Asian, African, and Middle Eastern Section into a Division-level Interest Group
	6.6 Establishment of the Digital Scholarship Section
	6.7 ACRL IFLA recommendation for the Academic and Research Libraries Section
	6.8 Statement on Dissemination of Federal Research
	6.9 Extension of Screening and Appointment of Academic Librarians Using a Search Committee Task Force
	6.10 RBMS Guidelines: Competencies for Special Collections Professionals
	6.11 2017 Midwinter Meeting Proceedings
	6.12 Guidelines for Media Resources for Academic Libraries in Higher Education Task Force
	6.13 March for Science and Earth Day Network Partnership
	6.14 Academic Library Services for Graduate Students Interest Group
	6.15 2017 ACRL Legislative Agenda
	6.16 2017 Spring Board Proceedings
	New Consent Agenda Items
	6.17 Creation of Hip Hop Librarian Consortium Discussion Group #2.1, #2.1a
	6.18 Creation of History Librarians Interest Group #2.2, #2.2a
	6.19 Extension of Standards for Libraries in Higher Education Review Task Force #2.3
	6.20 Extension of Status of Academic Librarians Standards and Guidelines Review Task Force #2.4
	6.21 Extension of Community College Engagement Task Force #2.5
	6.22 Establishment of the SAA-ACRL/RBMS Task Force #2.6
3:06–3:20 p.m.	Break
3:20–3:35 p.m. <i>Discussion</i>	7.0 Meet with ALA Washington Officer AED (Kathi Kromer) #10.0 The Board will meet the new Associate Executive Director of the ALA Washington Office, learn of her goals for the office, and share with her the legislative and policy issues of concern to academic librarians.
3:35–3:50 p.m. <i>Information</i>	8.0 Officers' Reports Written reports submitted. Highlights may be given and questions will be taken at this time.

Time	Item (Document number follows topic and presenter)
	8.1 President's Report (Herold) #1.1 8.2 Vice-President's Report (Middleton) #1.2 8.3 Past-President's Report (Campion Riley) #1.3 8.4 Councilor's Report (LaFleur) #1.4 8.5 Executive Director's Plan for Excellence Activities Report (Davis) #1.5, #1.6
3:50–4:15 p.m. Discussion/Action	9.0 Awards Task Force (Penny M. Beile) #15.0, 15.1, 15.2, 15.3 The Board will discuss the recommendations from Awards Task Force's final report, and will take action on the recommendations.
4:15–4:30 p.m. Discussion/Action	10.0 Libraries Transform Task Force (Cinthya Ippoliti, Campion Riley) #13.0, #13.1, #13.2 The Board will discuss and take action on the recommendations from the Libraries Transform Task Force.
4:30–5:00 p.m. Information	11.0 Open Microphone 11.1 Framework Definition and Review Process #29.0
5:00 p.m.	12.0 Adjourn to Executive Session
5:00–5:10	13.0 Presenter Coordinator Appointments 13.1 Framework Presenter Coordinator #25.0, #25.1, #25.2 13.2 Assessment in Action Presenter Coordinator #26.0, #26.1, #26.2 13.3 RDM Presenter Coordinator #27.0, #27.1, #27.2 13.4 Intersections Presenter Coordinator #28.0, #28.1, #28.2
5:10–5:30 p.m.	14.0 Executive Director Review (Herold)
5:30 p.m.	15.0 Adjournment

Upcoming Meetings

ACRL Board Lunch

Monday, June 26 – Board Lunch: 11:30–1:00 p.m., Hilton Chicago, Suite #TBD

ACRL Board of Directors photo

Monday, June 26 - ACRL Board of Directors II: 1:15–1:30 p.m., Hilton Chicago, Marquette Room

ACRL Board of Directors Meeting II

Monday, June 26 - ACRL Board of Directors II: 1:30–4:30 p.m., Hilton Chicago, Marquette Room

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Association of College and Research Libraries

Board of Directors Meeting II

ALA Annual Conference

Monday, June 26, 2017

1:30–4:30 p.m.

Hilton Chicago, Marquette Room

Board II Agenda

Time	Item	(Document number follows topic and presenter)
1:30–1:31 p.m.	16.0	Call to order (Herold)
1:31–1:34 p.m.	17.0	Opening remarks/review of ground rules (Herold) ACRL President Irene M.H. Herold will report out on the outcomes from the Board I Executive Session on Saturday, June 24.
1:34–1:35 p.m. Action	18.0	Adoption of Agenda II (Herold)
1:35–1:50 p.m. Discussion	19.0	Open Peer Review (Emily Ford) #14.0 The Board will discuss how open peer review fits within ACRL's goals, and if there are initiatives that should be taken to support open peer review.
1:50–2:05 p.m. Information	20.0	Intellectual Freedom Representative Update (Teresa Doherty) ALA Intellectual Freedom Committee representative Teresa Doherty will update the Board on intellectual freedom issues.
2:05–2:35 p.m.	21.0	Budget and Finance (Lehner)
2:05–2:10 Discussion	21.1	FY17 3rd Quarter report #6.0, #6.1 The Board will have the opportunity to ask questions regarding the FY17 3 rd quarter report and related documents.
2:10–2:20 Action	21.2	Student Dues Discount (Petrowski) #29.0 The Board will discuss the proposed student dues discount.
2:20–2:25 Action	21.3	Update on section membership #11.0, #11.1, #11.2 The Budget & Finance Committee was charged with monitoring the impact of free sections on section membership and potential impact on the section funding model. The Board will take action on the Budget & Finance Committee's recommendation.

Time	Item	(Document number follows topic and presenter)
2:25–2:30 <i>Discussion/Action</i>	21.4 FY18 Budget recommendation #8.0, #8.1, #8.2 The Board will discuss and take action on recommendations for the proposed FY18 budget.	
2:30–2:35 <i>Action</i>	21.5 FY18 Individual member dues rates #9.0, #9.1, #9.2 The Board will take action on member dues rate for FY18, including the dues rate for non-salaried librarians.	
2:35–3:00 p.m. <i>Discussion/Action</i>	22.0 Building Diversity (Davis) #30.0 The Board will discuss and take action on a potential diversity symposium.	
3:00–3:15 p.m.	Break	
3:15–3:30 p.m. <i>Discussion/Action</i>	23.0 Bylaws Revision (McNeil) #32.0, #32.1, #32.2, #32.3, #32.4 The Board will continue its discussion from the 2017 Spring Board Meeting, and take action on the proposed changes to the ACRL Bylaws.	
3:30–3:45 p.m. <i>Information</i>	24.0 Councilor’s Report (LaFleur) The Board will receive an update on ALA Council activities at Annual Conference.	
3:45–4:00 p.m. <i>Discussion/Action</i>	25.0 Guidelines for Recruiting Academic Librarians (Campion Riley) #17.0, #17.1, #17.2 The Board will discuss and take action on the proposed Guidelines for Recruiting Academic Librarians, which was previously titled Guideline for the Screening and Appointment of Academic Librarians.	
4:00–4:10 p.m. <i>Information</i>	26.0 ACRL Representative Report Review (Campion Riley) #12.0 The Board will review the reports submitted by ACRL Representatives and discuss implications for ACRL.	
4:10–4:15 p.m. <i>Discussion</i>	27.0 New business/next steps (Herold/all) The Board will discuss new business and review next steps as appropriate.	
4:15–4:30 p.m.	28.0 Recognition of outgoing Board members (Herold) <ul style="list-style-type: none"> • Ann Campion Riley • Julia Gelfand • Susan Barnes Whyte 	
4:30 p.m.	29.0 Passing of the gavel (Herold)	
4:30 p.m.	30.0 Adjournment (Middleton)	

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ACRL Board of Directors Annual Conference 2017

Purple = Newly added

Black = Included in Packet

Red = Pending Documents

Document Inventory

Doc #	Document Description
Doc 1.1	ACRL President's Report
Doc 1.2	ACRL Vice-president's Report
Doc 1.3	ACRL Past President's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board action form: Confirmation of Virtual Votes MW17 to AC17
Doc 2.1	Board action form: Hip Hop Librarian Consortium Discussion Group
Doc 2.1a	Petition for Hip Hop Librarian Consortium Discussion Group
Doc 2.2	Board action form: History Librarians Interest Group
Doc 2.2a	Petition for History Librarians Interest Group
Doc 2.3	Board action form: Extension of Standards for Libraries in Higher Education Review Task Force
Doc 2.4	Board action form: Extension of Status of Academic Librarians Standards and Guidelines Review Task Force
Doc 2.5	Board action form: Extension of Community College Engagement Task Force
Doc 2.6	Board action form: Establishment of SAA-ACRL/RBMS Task Force
Doc 3.0	ACRL Plan for Excellence
Doc 3.1	Work Plan & Grid: Research and Scholarly Environment Committee
Doc 3.2	Work Plan & Grid: Value of Academic Libraries Committee
Doc 3.3	Work Plan & Grid: Student Learning and Information Literacy Committee
Doc 3.3a	SLILC Year-End Project Review Grid
Doc 3.4	Work Plan: New Roles and Changing Landscapes
Doc 4.0	New Roles Constellation and OER – progress report
Doc 5.0	Board action form: Implementing Change and Innovation in Your Library: A Course for Librarians and Staff at all Levels
Doc 6.0	FY17 Third Quarter Report Cover Memo
Doc 6.1	FY17 Third Quarter Report
Doc 7.0	Dashboard Metrics
Doc 8.0	Draft Board action form: FY18 Budget
Doc 8.1	FY18 Budget Overview Memo
Doc 8.2	FY18 Budget Executive Summaries
Doc 8.3	FY18 Changes Midwinter 2017 to Annual Conference 2017
Doc 9.0	Board action form: Personal Dues Rate Recommendation for FY18
Doc 9.1	FY18 Personal Membership Dues Action Budget & Finance Committee

Doc #	Document Description
Doc 9.2	Draft Board action form: Student membership dues
Doc 9.3	Appendix A Student Dues Model
Doc 9.4	FY18 Personal Member Dues Increase Projection
Doc 10.0	ALA Washington Office Update
Doc 11.0	Board action form: Section Basic Service Funding Formula Review
Doc 11.1	Section Basic Services Expenditure Analysis FY11–FY16
Doc 11.2	Section Membership and Expenditure Analysis
Doc 12.0	Representative Reports
Doc 13.0	Board action form: Libraries Transform Task Force Extension
Doc 13.1	Libraries Transform Task Force Report
Doc 13.2	Libraries Transform Task Force Survey Data
Doc 14.0	Advancing an Open Ethos with Open Peer Review
Doc 15.0	Board action form: Awards Task Force
Doc 15.1	Awards Task Force Report
Doc 15.2	Proposed Changes Guide to Policies and Procedures - Awards
Doc 15.3	Survey Results – Leadership
Doc 15.4	Survey Results – Recipients
Doc 16.0	Webinar Disclaimer Example
Doc 17.0	Board action form: Guidelines for Recruiting Academic Librarians
Doc 17.1	Guidelines for Recruiting Academic Librarians
Doc 17.2	Transmittal form: Guidelines for Recruiting Academic Librarians
Doc 18.0	Top Ten Workplace and Professional Issues
Doc 19.0	Instruction Section Plan for Involvement in ALA Annual Conference
Doc 20.0	Board discussion form: Colleagues Fundraising at ACRL
Doc 20.1	ACRL Colleagues 2017 Report
Doc 21.0	Leadership Council AC17 Agenda
Doc 22.0	ACRL Friends Report
Doc 23.0	ACRL Insider: ACRL and Advertising
Doc 24.0	2016 SPOS Agenda
Doc 25.0	Board action form: Framework Presenter Coordinator (confidential; sent via email)
Doc 25.1	Framework Presenter Coordinator Application (confidential; sent via email)
Doc 25.2	Framework Presenter Coordinator Job Description
Doc 26.0	Board action form: Assessment in Action Presenter Coordinator (confidential; sent via email)
Doc 26.1	Assessment in Action Presenter Coordinator Application (confidential; sent via email)
Doc 26.2	AiA Presenter Coordinator Job Description
Doc 27.0	Board action form: RDM Presenter Coordinator (confidential; sent via email)
Doc 27.1	RDM Presenter Coordinator Application (confidential; sent via email)
Doc 27.2	RDM Presenter Coordinator Job Description

Doc #	Document Description
Doc 28.0	Board action form: Intersections Presenter Coordinator (confidential; sent via email)
Doc 28.1	Intersections Presenter Coordinator Application (confidential; sent via email)
Doc 28.2	Intersections Presenter Coordinator Job Description
Doc 29.0	Board action form: Framework Definition and Review
Doc 30.0	Board action form: leadership symposium on Diversity, Equity, and Inclusion
Doc 31.0	Potential SPOS 2017 Topics
Doc 32.0	Board action form: Bylaws Revisions
Doc 32.1	Pros and Cons for Proposed Bylaws Revisions
Doc 32.2	Proposed Bylaws Changes
Doc 32.3	Proposed Bylaws Changes with track changes
Doc 32.4	Current Bylaws

FYI Documents

FYI #	Document Description
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	ACRL Liaison Reports
FYI-4	AC17 Division-level Committee Meeting Agendas
FYI-5	ALA Executive Board Draft Agenda
FYI-6	ACRL Board liaison assignments 2017–18 sorted by Board Liaison
FYI-7	ACRL Board liaison assignments 2017–18 sorted by Unit
FYI-8	Virtual Leader Orientation Evaluation
FYI-9	ALA APA Draft Agenda
FYI-10	Eli Mina Board Effectiveness
FYI-11	ACRL Election Result Comparison
FYI-12	ALA Information Technology & Telecommunication Services (ITTS) update
FYI-13	Virtual Meeting Minutes
FYI-14	ALA FY19 Overhead Cost Rate
FYI-15	ACRL 2017 Evaluation Executive Summary

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Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



ACRL Officer Report

Position: President

Name: Irene M.H. Herold

Report period: April 1 through June 30, 2017

Date submitted: May 26, 2017

Strategic priority activities

- Participated in Jim Neal's ALA Advocacy Institute proposal exploratory discussion, May 2017.
- Appointed Guidelines for Media Resources for Academic Libraries in Higher Education Task Force.

Ambassador activities

- Attended CNI spring meeting representing ACRL, Albuquerque, NM, April 3-5, 2017.
- Presented at the Miami Dade College ACRL Excellence in Academic Libraries Award ceremony, April 13, 2017.
- Presented at the Columbia College Chicago ACRL Excellence in Academic Libraries Award ceremony, April 27, 2017.
- Participant in National Library Legislative Days, May 1-2, 2017, Washington, D.C. as part of the Hawaii delegation and ACRL delegation.
- Attended ARL meeting representing ACRL and my own institution, Philadelphia, PA, May 2-4, 2017

Association service

- Led virtual Spring Board meeting, April 28, 2017.
- Attended ALA Annual Conference in Chicago and facilitated Leadership Council and ACRL Board meetings, June 22-27, 2017.
- Participated in weekly Presidents' and Executive Director phone calls.
- Consulted on draft responses on various issues with Presidents and Executive Director.

ACRL AC17 Doc 1.1

- Sent more thank you notes for donations to the ACRL Conference Scholarship Fund, the RBMS Conference Scholarships Fund, and various other ACRL funds. Total notes sent since July 2016 almost 400.
- Voted on virtual Board initiatives and provided feedback on proceedings.
- Helped complete draft agendas for the ACRL Board meetings, ALA Annual Leadership Council, and update sessions.
- Was the live facilitator for the newly elected section officer orientation Q&A, following on the flipped orientation model where they were provided ahead of time a YouTube orientation, May 23, 2017.

Press coverage

- Interviewed by Shannon Najmabadi for a forthcoming article in *The Chronicle of Higher Education*, May 22, 2017.
- Interviewed by Peter Monaghan for a forthcoming article in *The Chronicle of Higher Education's Almanac*, focusing on libraries and finance, May 23, 2017.

Upcoming scheduled activities

- June 22 – 27, 2017 ALA Annual, Chicago, IL
- Strategic Planning and Orientation Session, Cleveland, OH, September 13-15, 2017
- Midwinter Meeting, Denver, CO: February 9-13, 2018
- Annual Conference, New Orleans, LA: June 21-26, 2018

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ACRL Officer Report

Position: Vice-President Elect

Name: Cheryl Middleton

Report period: April 1, 2017 – June 30, 2017

Date submitted: June 13, 2017

Strategic priority activities

- Participated in Jim Neal's ALA Advocacy Institute proposal exploration discussion, May 2017
- Continued ACRL committee and board liaison appointments

Ambassador activities

- Attended CNI spring meeting representing my institution and ACRL, April 3-5 Albuquerque, NM 2017
- Participated in National Library Legislative Days, May 1-2, 2017, Washington, D.C. as part of the Oregon delegation and ACRL delegation
- Keynoted Western Pennsylvania/West Virginia Chapter Spring Conference, June 2, 2017, Potomac State University, Keyser, WV

Association service

- Participated Spring Board meeting April 28, 2017
- Attended ALA Annual Conference in Chicago and participated in Leadership council and ACRL board meeting, June 22-27, 2017.
- Participated in weekly Presidents' and Executive Director phone calls'
- Consulted on draft responses on various issues with Presidents and Executive Director.
- Thank you phone calls to donors contributing to ACRL Conference Scholarships and other ACRL funds.
- Voted on virtual Board initiatives and provided feedback on proceedings.
- Helped complete draft agendas for the ACRL Board meetings, ALA Annual Leadership Council, and update sessions.
- Recorded orientation for newly elected section, committee and interest/discussion group leaders to view on YouTube prior to live meeting. Live Facilitator May for

the newly elected leaders of interest groups and discussion groups on May 25, 2017.

Upcoming scheduled activities

- June 22 – 27, 2017 ALA Annual, Chicago, IL
- Strategic Planning and Orientation Session, Cleveland, OH, September 13-15, 2017
- Midwinter Meeting, Denver, CO: February 9-13, 2018
- Annual Conference, New Orleans, LA: June 21-26, 2018

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ACRL Officer Report

Position: ACRL Councilor

Name: LeRoy LaFleur

Report period: April-June 2017

Date submitted: June 16, 2017

Strategic priority activities

- Participated in virtual discussions and voting activities as a member of the Board
- Attended and participated in ACRL Virtual Spring Board Meeting, April 28, 2017

Ambassador activities

- As Board Liaison to ACRL Government Relations and Professional Values Committees, monitored and contributed to list-serve discussions.

Association service

- Monitored and participated in ALA Council listserv discussions as appropriate and necessary.
- Shared select ALA Council discussions with ACRL Board and ACRL Leaders as appropriate and necessary
- Voted as a member of ALA Council representing ACRL
- Served on the ACRL Bylaws Review task force, working at update this document
- Made thank you phone calls to donors thanking them for their contributions to ACRL
- Participated in the ALA Virtual Membership Meeting on June 8, 2017.
- Upcoming Council Actions:
 - Vote on ALA Statement on Climate Change

Upcoming scheduled activities

- American Library Association, Annual Meeting, Chicago, IL , June 22-27, 2017
- ACRL Board Strategic Planning and Orientation Session (SPOS), Wednesday, September 13-15, 2017, Cleveland, Ohio
- American Library Association, Midwinter Meeting, Chicago, IL, June 22-27

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Plan for Excellence Quarterly Activity Report (PEAR)

Report Period: April 1–June 9, 2017

This is a cumulative report. Data format:

- New entries are in regular font.
- *Starting with the second quarter report, previously reported entries are in italic.*

Strategic Goal Areas

Value of Academic Libraries (VAL)

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

Objective 1: Articulate a research agenda that communicates the value of academic and research libraries.

- Progress continued on action-oriented research agenda on library contributions to student learning and success: The team from OCLC Research submitted their first complete draft on May 2. Senior staff and a working group of the VAL committee gave substantial feedback. Combined with input from their advisory group, the team revised and resubmitted a final report on June 6. The companion online data visualization tool is still being finalized and is expected to be complete by early August. Going forward, ACRL will take the same care as with any publication with copyediting, design and production, and promotion. We expect to release the report (free online and available for purchase in print), in conjunction with the tool and affiliated supporting videos by mid-September.
- On June 12, the American Council of Learned Societies (ACLS) publicly announced incumbents for the Mellon/ACLS Public Fellows Program. ACRL is pleased to have Sara Goek join ACRL in late August for a two-year appointment as program manager, working closely with Kara Malenfant to support the VAL initiative. Her work will advance research focused on student learning and success and promote findings from our forthcoming action-oriented research agenda to resonate across the network of higher education stakeholders (see more in the position description at https://www.acls.org/uploadedFiles/Fellowships_and_Grants/Competitions_and_Deadlines/2017/PublicFellows_ACRL.pdf). Currently, Sara is a member of the research faculty at the Illinois Mathematics & Science Academy (<https://www.imsa.edu/>) where she focuses on student learning and success by coaching STEM students to speak to non-specialist audiences. Sara earned a PhD in History / Digital Arts & Humanities from University College Cork, Ireland in October 2015, where her research focused on oral histories of musicians who migrated from Ireland to Britain and America in the post-war era.

- *Progress continued on action-oriented research agenda on library contributions to student learning and success: Team from OCLC Research released a second draft on January 11, with a progress report at ALA MW during the Update on the Value of Academic Libraries Initiative session. Input and reactions were due February 17, 2017. Lead researcher presented at Research Libraries United Kingdom 2017 Conference (London, England, March 8-10, 2017), VAL chair and research team presented at ALA Midwinter Meeting in January. VAL chair and research team presented during a chair's choice program at ACRL 2017 in Baltimore where they provided an update and debuted the data visualization tool.*
- *On January 11, 2017, ACRL publicly announced its selection 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. 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. Five fellows applied for the ACRL position and interviews are being held during the last two weeks of April. ACRL's ranked selection will be sent to ACLS, who will finalize the selection. The fellow will start September 1.*
- *Progress continued on action-oriented research agenda: Team from OCLC Research continued, with VAL vice chair, presented the project at the Library Assessment Conference (October); first draft released publicly (November 11) team and VAL chair presented a free ACRL Presents online forum (November 15); VAL committee member appointed to serve on team's advisory group; VAL subgroup formed and provided feedback to draft research agenda team; staff subgroup provided feedback to draft research agenda team; revised draft on track for January release prior to ALA MW; during ALA MW the research team will hold more advisory group meetings and present publicly during VAL update session; VAL Chair and research team proposal selected for ACRL2017 chair's choice program slot*
- *ACRL was selected to host an ACLS Public Fellow (funded by the Andrew W. Mellon Foundation, with some support from ACRL for benefits) starting Sept 1 whose work will, in part, support the dissemination and use of forthcoming action oriented research agenda including developing and administering a program to award mini-grants (funded by ACRL) to institutions interested in conducting research suggested by the action-oriented research agenda.*

Objective 2: Promote the impact and value of academic and research libraries to the higher education community.

- ACRL issued a report "Academic Library Impact on Student Learning and Success: Findings from Assessment in Action Team Project," which synthesized the third year of the AiA program.
- 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. One chapter will be a reprint of a forthcoming invited occasional paper about team-based collaborative assessment

being written for the National Institute for Learning Outcomes Assessment (by Karen Brown and Kara Malenfant).

- *The report synthesizing the third year of Assessment in Action projects (by AiA project analyst Karen Brown with contributions from ACRL staff member Kara Malenfant) is in the final stages and expected out as a free PDF in April. At the same time, preliminary discussion started about the possibility of a culminating print publication to be issued by ACRL. It would include the 3 different synthesis reports, plus context, reflections, and more.*
- *The National Institute for Learning Outcomes Assessment has invited an ACRL occasional paper about the AiA program for an audience of higher education administrators. Malenfant and Brown are pursuing.*
- *The five major connections between academic library programs and services and student success were shared with the attendees at the Council of Independent Colleges and ACRL co-sponsored Information Fluency Across the Disciplines workshop April 20-22.*
- *See [advocacy section](#).*
- *VAL Committee subgroup began exploring ways to support librarians in their efforts to communicate the value of academic libraries to non-librarians at higher education conferences. (This work will be supported by future ACLS public fellow who will be charged with developing and administering a program to support academic librarians' strategic participation in the larger conversations of higher education, including but not limited to engagement in meetings of disciplinary and scholarly societies, accrediting agencies, and higher education associations.)*
- *VAL Committee successfully proposed the creation of a Value of Academic Libraries Committee ex-officio to the Liaisons Assembly.*
- *Presentations about Assessment in Action (AiA) results at the Assessment Institute in Indianapolis (October), Library Assessment Conference (October), and Sharjah International Book Fair (November).*

Objective 3: Build on Assessment in Action (AiA) to expand community of practice and professional development opportunities.

- *An invitation-only meeting with library directors, was held at the 2017 ACRL Conference to solicit ideas on how ACRL might best support them in this work going forward.*
- *A preconference at ACRL 2017 served to pilot a new one day workshop based on the AiA curriculum and is now available as a travelling workshop, licensed by ACRL to institutions, chapters and consortia upon request.*
- *A second "Assessment in Action Alumni Community of Practice" unconference session was held at ACRL 2017.*
- *VAL Committee selected three additional 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). They are: Sara Lowe, Educational Development Librarian at*

Indiana University – Purdue University Indianapolis; Melanie Sellar, Lecturer at San José State University’s School of Information and Senior Instructional Designer at Loyola Marymount University’s School of Education; and Brandy Whitlock, Professor and Instruction Librarian at Anne Arundel Community College. These three 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 new learning opportunities.

- *VAL Committee recommended a presenter coordinator (Lisa Janicke Hinchliffe, appointed by the Board) for the ACRL licensed workshop about the Standards for Libraries in Higher Education.*
- *VAL Committee recommended an interim presenter coordinator (Lisa Hinchliffe, appointed by the Board) for ACRL professional development being designed about assessment.*
- *Offering ACRL2017 preconference, building on AiA curriculum, "Assessing and Communicating Library Contributions to Student Learning and Success through Action Research" which will be offered as an ACRL licensed workshop.*
- *VAL Committee created an advisory group to the curriculum designer/presenters, to provide feedback and input on curriculum and materials, and communicate progress to the wider VAL Committee.*
- *A petition was created to support the formation of an Institutional Research Interest group by VAL Committee member Deb Malone in conjunction with Megan Oakleaf and Scott Walter as an offshoot of the continuing VAL work with learning analytics.*

Objective 4: Support libraries in advancing issues of equity, access, diversity, and inclusion in higher education.

- *VAL Committee has formed a working group for this new objective, tasked with determining key stakeholders, developing definitions, conducting an environmental scan, and developing educational offerings such as webinars, blog posts, etc.*

Student Learning

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

Objective 1: Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.

- SLILC will host a discussion forum on high impact practices and programmatic approaches on June 24, 2017 (“Teaching with the Framework from the Ground Up”).
- SLILC sponsored a two-part discussion form on April 16 and March 31, 2017 on the scholarship of teaching & learning.
- The Student Learning and Information Literacy Committee coordinated a 2-part series of webinars on Framework approaches and integration in community colleges (CJCLS) and small institutions (CLS) in the Fall 2016 and Spring 2017.
- The Framework Advisory Board completed work in June on a web-based [ACRL Framework for Information Literacy Toolkit](#).

- *The Student Learning and Information Literacy Committee continued to publish a bi-monthly column, Perspectives on the Framework, in C&RL News. Articles published included “Sharing the ACRL Framework with Faculty” (January 2017) and “Scholarship as Conversation” (March 2017).*
- *The Student Learning and Information Literacy Committee submitted a book proposal for The Grounded Instruction Librarian: Participating in The Scholarship of Teaching and Learning. The ACRL New Publications Committee has approved for publication. A call for chapter authors went out in March.*
- *Since January ACRL has published one new book on student learning and information literacy, The First-Year Experience Cookbook. The Student Learning and Information Literacy Committee also published a white paper, “Global Perspectives on Information Literacy: Fostering a Dialogue for International Understanding.” SLILC also sponsored a panel discussion and presentation at the ACRL 2017 Conference with the international authors.*
- *ACRL offered one online seminar, “Designing Curriculum & Developing Educators for the Information Literacy Courses of Tomorrow” (April 3 - 21) and two webcasts, “Modern Pathfinders: Easy Techniques to Make Better Research Guides (Feb. 2) and “Charting a New Course for Credit-Bearing Information Literacy Courses in Higher Education” (Feb. 22).*
- *The ACRL Framework for Information Literacy Sandbox was launched and more than 150 academic librarians have contributed content.*
- *The ACRL 2017 Conference (Mar. 22-25) provided three days of poster sessions (63), panel sessions (25), contributed papers (15), roundtable discussions (10), TechConnect sessions (4), workshops (4), live webcasts (3), and two preconferences on student learning and information literacy.*
- *In December 2016, the [ACRL Framework for Information Literacy Sandbox](#) was launched to provide an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework for Information Literacy for Higher Education in practice and professional development. The Sandbox is a dynamic resource whose content is created by contributors engaged in the Framework.*
- *Four new members were appointed to the ACRL Framework Advisory Board to increase FAB’s capacity to address priority projects and take on new responsibilities. The new members are kYmberly Keeton, Sara D. Miller, Ray Pun, and Mark Szarko. For further details, see [ACRL Insider October 26, 2016](#).*
- *The November issue of C&RL featured an article by Maria Pinto and Rosaura Fernandez Pascual, “Exploring LIS Students’ Beliefs in Importance and Self-Efficacy of Core Information Literacy Competencies.”*
- *The [PBS News Hour web site](#) published a column by Donald A. Barclay, “Can Librarians Solve the Fake News Crisis” on January 6, 2017, in which he praises the ACRL Framework for Information Literacy as a useful approach because it “asks students to put in the time and effort required to determine the credibility and appropriateness of each information source for the use to which they intend to put it.”*

Objective 2: Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.

- *SLILC Committee is working with Kevin Fosnacht, National Survey of Student Engagement, on reporting out some aggregate results/findings from the relatively new information literacy module. The research and analysis would be done free of charge.*

- *ALA President Julie Todaro and an ad hoc group of CJCLS members have been working with the CCSSE staff to develop questions for an information literacy special focus module for the survey.*

Objective3: 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.

- *ACRL Liaison to the Council of Independent Colleges Lis Chabot attended and presented at the CIC Information Fluency in the Disciplines workshop in April. Executive Director Davis also attended, as a cosponsor of the workshop, gave greetings and served as a discussion facilitator throughout the workshop. ACRL members Susan Barnes Whyte and Tom Kirk also attended in their consultant's roles. These workshops bring together faculty, librarians, and administrators who work in teams to consider how to integrate information literacy into their institutions' curricula.*
- *ACRL selected a team of three curriculum designer/presenters (Andrea Baer, Brittney Johnson, and Lindsay Matts-Benson) to create in-person and online professional development offerings to provide support for librarians as they incorporate the ACRL Framework for Information Literacy for Higher Education into their practice at all types of academic institutions. For further details, see ACRL Insider, November 8, 2016 <http://www.acrl.ala.org/acrlinsider/archives/12731>*
- *Invited presentation on "Not Doing Things Differently, but Doing Different Things: How the ACRL Framework for Information Literacy for Higher Education is Changing IL Practice and Perceptions," at the European Conference on Information Literacy (ECIL), Prague, Czech Republic, October 13, 2016 (Sharon Mader, Visiting Program Officer for Information Literacy).*
- *Presented Framework for Information Literacy workshop at Mississippi Library Association Conference, sponsored by Mississippi ACRL Chapter, Vicksburg, MS, October 19, 2016 (Sharon Mader, Visiting Program Officer for Information Literacy).*
- *ACRL published Rewired: Research-Writing Partnerships within the Frameworks, edited by Randall McClure. Rewired highlights the clear connections between two important disciplinary documents—the Framework for Success in Postsecondary Writing (CWPA, NCTE, and NWP, 2011) and the Framework for Information Literacy for Higher Education (ACRL, 2016)—and examines partnerships between librarians and their colleagues who are teaching information literacy in new and impactful ways.*
- *ACRL published Collaborating for Impact: Special Collections and Liaison Librarian Partnerships, edited by Kristen Totleben and Lori Birrell. Collaborating for Impact offers inspiration and case studies detailing how departments can impact research, teaching, and student learning by working collaboratively.*
- *ACRL published the two-volume Critical Library Pedagogy Handbook, edited by Nicole Pagowsky and Kelly McElroy. The set provide a collection of ideas, best practices, and lesson plans that contribute to the richness of what it means to do this type of work in libraries.*
- *Provided letter of support for IMLS grant on "Facilitating Learning Circles: Supporting Librarians to Create Dynamic Learning Communities."*

Objective 4: Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.

- *Just received word that this project was funded by IMLS; ACRL has a seat on the Advisory Committee. Provided letter of support for IMLS grant on Library Integration in Institutional Learning Analytics (LIILA) project led by Megan Oakleaf at Syracuse University.*

Research and Scholarly Environment

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

Objective 1: Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.

- *A working group of ACRL Research and Scholarly Environment Committee began preliminary conversations about potential ACRL statement which would encourage academic librarians to make their research data open.*

Objective 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.

- *A working group of ACRL Research and Scholarly Environment Committee continued conversations about an inclusive process for creating a new research agenda with a deep commitment to including voices that may not have been heard in the past. They present a report with the proposal to hold an invitational working meeting in October with 20 people from diverse backgrounds to collaboratively craft an RFP.*
- *A working group of ACRL Research and Scholarly Environment Committee began preliminary conversations about potential processes for creating a new research agenda with a deep commitment to including voices that may not have been heard in the past.*
- *Issued call to apply to host subsidized version of the ACRL workshop "Scholarly Communication: From Understanding to Engagement." ACRL Research and Scholarly Environment Committee announced selection of five hosts (on January 3, 2017):*
 - *Council of Research and Academic Libraries (San Antonio, TX)*
 - *Portland State University Library (Portland, OR)*
 - *University of Delaware Library (Newark, DE)*
 - *University of Nebraska-Lincoln (Lincoln, NB)*
 - *Worcester Polytechnic Institute (Worcester, MA)*
- *Announced a call for applications (on January 5, 2017) from prospective new presenters for the workshop "Scholarly Communication: From Understanding to Engagement." We seek to expand our pool of presenters by recruiting and mentoring at least two new people in 2017.*
- *Developed and promoted "open scholarship early and often" community-driven conversation, offered on Wednesday, March 22, in conjunction with the ACRL 2017 Conference by the ARL/ACRL Institute on Scholarly Communication.*

- *Developed and promoted the ACRL/SPARC Forum at ALA Midwinter17 which will discuss how libraries are rethinking the strategic implications of how many of their operations - and their collections budgets, are positioned within the organization.*
- *ReSEC selected two recipients of ACRL sponsored scholarships to attend OpenCon 2016 in Washington, DC, November 12-14: Timothy Dolan, Librarian at Greenfield Community College, Mass., and Michelle Reed, Open Education Librarian at the University of Texas Arlington.*
- *Released a new version of the popular ACRL Scholarly Communication Toolkit. 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 ReSEC, continues to provide content and context on a broad range of scholarly communications topics and offers resources and tools for the practitioner. Christine Fruin, scholarly communications librarian at the University of Florida, completely revised and redesigned the Toolkit and migrated it to ACRL's LibGuides.*
- *Provided a letter of support on behalf of ACRL's Digital Curation Interest Group for an IMLS grant proposal, [Digital POWRR project](#), to provide training in digital preservation and curation.*
- *Provided a letter of support for an IMLS grant proposal "Data Mining Research Using Text Datasets with IP Restrictions."*

Objective 3: Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open system.

- Guest Editorial by Emily Ford in the May 2017 issue of C&RL entitled "Advancing an Open Ethos with Open Peer Review." Included Recommendations for Scholarly Publishing in LIS and ACRL at-large.
- ACRL's Research & Scholarly Environment Committee chair participated in discussions of the OSI17 (Open Scholarship Initiative).

New Roles and Changing Landscapes

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

Objective 1: Deepen ACRL's advocacy and support for a full range of information professionals.

- NRCL presented the Constellation idea to the Board, and was asked to create a more specific proposal and identify some specific roles. OER was recommended and accepted by the committee, which will provide an update on the Constellation idea.
- Diversity Alliance Task Force created a listserv for Resident Coordinators that has begun to be actively used.
- A survey of Resident Coordinators was completed on June 9 and is being analyzed to determine new steps and actions.
- Senior Leadership and Change Strategist Howard Prager attended a Diversity Alliance Institute, developed by the four founding institutions for their residents.

- *The NRCL Committee is proposing to the Board to design a constellation of support mechanisms around select new roles for librarians. NRCL will (1) designate the support elements offered for each role and (2) recommend roles to cover.*
- *Diversity Alliance Task Force hosted an information session to explain Residency programs at ACRL 2017. Three Deans/Directors from the Diversity Alliance Task Force and three current Residents spoke to an audience of about 100.*
- *Diversity Alliance Task Force met with representatives from Gale-Cengage and the University of Michigan to discuss a proposed residency to include either part-time work or a rotation at the Gale-Cengage office in Farmington Hills along with residency at the University of Michigan. Discussions continue and the Task Force is focusing its efforts on how to address the needs of the current DA members before asking the Board to consider expansion of the mission of the Diversity Alliance.*
- *There are now 29 institutions who have joined the [ACRL Diversity Alliance](#). Eighteen institutions joined the ACRL Diversity Alliance as 2016-17 members: American University, Bowling Green State University, Emory University, Gulf Coast State College, Massachusetts Institute of Technology, The Ohio State University, Pennsylvania State University, Swarthmore College, Syracuse University, Temple University, Towson University, University of Delaware, University of Illinois at Urbana-Champaign, University of Iowa, University of Michigan, University of Tennessee-Knoxville, University of Utah, and Virginia Tech.*
- *Presented to the Big 10 Library HR directors about the new Diversity Alliance and responded to follow-up questions.*
- *Participated in the monthly Diversity Alliance Task Force calls to plan next steps for the Alliance.*
- *ACRL launched the Framework for Information Literacy Sandbox at sandbox.acrl.org, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect, and use instructional resources related to the ACRL Framework. For further details, see [ACRL Insider, December 8, 2016](#) and [press release](#).*

Objective 2: Equip library workforce at all levels to effectively lead, manage, and embrace change.

- *Offered the e-Learning webcast “Managing Change” on June 8, presented by Mel Hawks, University of Utah.*
- *The New Roles and Changing Landscapes Committee (NRCL) drafted a Board action form for the Spring Board meeting about creating a course in change management that grew out of the ACRL Plan for Excellence objective to “Equip library workforce at all levels to effectively lead, manage, and embrace change.”*

Objective 3: Expand ACRL’s role as a catalyst for transformational change in higher education.

- *NRCL held several conference calls to discuss specific actions to move forward and created three subcommittees on change, new roles, and ACRL Metrics.*

Enabling programs and services activities

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.

Advocacy

Strengthening partnerships with other organizations

- ACRL Executive Director Davis and President Herold attended the meeting of the Association of Research Libraries in early May.
- ACRL ED Davis attended the spring meeting of the American Council of Learned Societies, May 11-13.
- *President Irene M.H. Herold and ED Davis attended the Spring meeting of the Coalition for Networked Information (CNI).*
- *In consultation with Presidents ED Davis provided letter of support for ARL IMLS grant application for support for the ARL Fellowship for Digital and Inclusive Excellence, a national diversity recruitment and development program to provide one-year paid internships in libraries and archives to 30 undergraduate and graduate students from historically underrepresented racial and ethnic minority groups.*
- *Executive Director Davis has been appointed to a vacant position on the IFLA Continuing Professional Development and Workplace Learning Section.*
- *Executive Director Davis had two proposals for papers accepted for the upcoming IFLA 2017 Conference.*
- *Executive Director Davis attended the Council of Higher Education Management Associations meeting in December.*
- *Executive Director Davis participated in both the virtual and the F2F meetings of the Coalition to Advance Learning in Libraries, Archives, and Museums as the group determined next steps beyond the grant-funded phases.*
- *ED Davis participated in the meetings of the EDUCOPIA leadership project.*
- *President Irene M.H. Herold and ED Davis attended the Fall meeting of the Coalition for Networked Information (CNI).*

Communication on major issues and trends in libraries and higher education

- Executive Director Davis, President Herold and Vice-President Middleton attended ALA's Legislative Day in Washington DC, May 1-2. In addition to highlighting policy issues of interest to academic libraries to their state Congressional senators and representatives, they had a meeting with Senate staff working on the "Preserve Data in Government Act." During Legislative Day also met with ALA VP Jim Neal, other division representatives, and Washington Office staff to explore interest in a public policy advocacy program Neal would like to launch. The group was supportive and planning is underway; ACRL will have a representative on the planning team.

- On May 18, 2017, ACRL joined 11 other library and higher education groups (including ALA) in issuing a statement which reiterates that the groups believe no changes to the Federal Communication Commission (FCC) 2015 Open Internet Order are necessary, believing network neutrality must be preserved.
- On April 25, 2017, ACRL joined 20 other groups (including ALA) in writing to Congress to oppose changes to the FCC 2016 Open Internet Order.
- On April 26, 2017, ALA and ACRL issued a press release, opposing the plan announced by FCC Chairman Pai to roll back net neutrality.
- On April 26, 2017, the ACRL Board voted to approve the 2017 ACRL legislative agenda, which was released publicly the following day. 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.
- On May 8, 18, and 25, urged ACRL members (via ACRLInsidber blog and social media) to call US Senators and protect FY 2018 for Library Services and Technology Act and the Innovative Approaches to Literacy program.
- ACRL Board of Directors voted to partner with the March for Science and encouraged ACRL members to attend on April 22.
- As part of the Library Copyright Alliance, together with ARL and ALA, ACRL:
 - On May 23, 2017, joined an amicus brief in the case *Georgia v. Public.Resource.Org, Inc.* The case centers on whether a statutory code by the state legislature may be subject to an exclusive federal copyright preventing others from redistributing that official statutory code and, if so, whether redistributing it is permissible under fair use.
 - on May 12, 2017, filed an amicus brief in the case *Mavrix Photographs v. LiveJournal*. The case involves potential new restrictions on the availability of safe harbors of the Digital Millennium Copyright Act.
 - On May 12, 2017, submitted testimony on Library of Congress appropriation for fiscal year 2018. It offered three principal observations and requests: it is imperative that Congress appropriate sufficient funding to allow the Library to continue to perform its broad and fundamental mission of preserving and providing the public with access to critical information resources; it is particularly important that the Library be fully enabled financially to truly modernize; and consistent with the goal of increasing public access to information, we strongly support expanded access to non-confidential Congressional Research Service reports.
 - On April 26, 2017, released statement urging Senate to reject Register of Copyrights Bill. LCA members continued to oppose legislation that would make the position of the Register of Copyrights subject to Presidential appointment and Senate confirmation. Under current law (17 USC 701), the Librarian of Congress selects the Register. When the bill was first introduced on March 23, 2017, LCA issued a statement opposing it. Because the legislation advanced, (on April 26, 2017, the House of Representatives adopted the "Register of Copyrights Selection and Accountability Act of 2017" (H.R. 1695) LCA issued a new statement aimed at the Senate.
- *The ACRL Research Planning and Review Committee released the Environmental Scan 2017 in March and presented the findings at the ACRL 2017 Conference in Baltimore.*

- *ACRL signed on to a coalition letter initiated by the Association of Public Data Users and sent to Congress on April 5, 2017 asking members to support the Open Data Act and fund Federal statistics.*
- *ALA and ACRL joined 8 other higher education and library organizations on March 30, 2017 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 US Senate Committee on Commerce, Science and Transportation and the US House Committee on Energy and Commerce.*
- *ACRL urged members on March 29, 2017, to fight for libraries and tell their members of Congress to support full federal funding. Through ACRL Insider and email we asked academic librarians to call their elected officials in the US House of Representatives and ask them to sign on to two letters, being circulated by library champions in Congress, one supporting Library Services and Technology Act (LSTA) and the other supporting the Innovative Approaches to Libraries (IAL) programs in the Department of Education.*
- *ACRL held a grassroots action session (Thurs Mar 23) and Town Hall meeting (Fri Mar 24) at ACRL 2017 conference in Baltimore to encourage academic librarians to take direct action and tell their Members of Congress why it is important to support funding for IMLS, LSTA, and work study and other legislative priorities. ACRL created, printed and distributed 2,500 copies of a postcard to send to elected officials "libraries are a smart investment."*
- *ACRL Board of Directors issued a statement on the dissemination of federal research on February 23, 2017, which served, in part, 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."*
- *ACRL Board of Directors issued a statement affirming commitment to equity, diversity, inclusion, access on January 30, 2017 which, in part, reaffirmed "ACRL's dedication to its 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; and intellectual freedom."*
- *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 on January 26, 2017.*
- *ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy on January 19, 2017, in response to their request for information on data management and sharing strategies and priorities. The NIH sought public comments in order 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.*
- *ALA, ARL and ACRL jointly issued an update (via relevant blogs) to members about Network Neutrality in the crosshairs (January 10, 2017) and all three are actively participating in a coalition of higher education and library groups to develop messaging strategies with the FCC and Congress.*

- *To celebrate Fair Use/Fair dealing week, ACRL offered the free ACRL Presents webcast, “Using Fair Use to Preserve and Share Disappearing Government Information: A Guide for Rogue Librarians” on Tuesday, February 21, 2017.*
- *Past actions of the Library Copyright Alliance:*
 - *On March 30, 2017, submitted comments to the US Copyright Office in response to a notice of inquiry about moral rights of attribution and integrity. Because of the absence of any demonstrated need for a new moral rights regime, and the many potential problems with creating one, LCA feels the Copyright Office should not recommend further consideration of this issue by Congress.*
 - *On March 23, 2017, issued a statement opposing House legislation entitled the “Register of Copyrights Selection and Accountability Act of 2017” which would make the position of the Register of Copyrights subject to Presidential appointment and Senate confirmation.*
 - *On February 22, 2017, signed on to a statement issued by the National Federation of the Blind supporting the immediate ratification of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled, as well as the immediate passage of a ‘Marrakesh Treaty Implementation Act of 2017’ to make modest adjustments of United States copyright law.*
 - *On February 17, 2017, LCA submitted additional comments in response to the request issued by the Copyright Office concerning its study of Section 512 of the Digital Millennium Copyright Act and as a follow up to LCA’s initial comments (April 2016) and participation in a May 2016 roundtable in New York. In this set of comments, LCA urged the Copyright Office to evaluate Section 512 in balance with the rest of the DMCA, considering the larger context in which Congress created the safe harbor system and in which the system must be evaluated. LCA also pointed out that for two decades, the federal government has strongly supported broadband availability in libraries and educational institutions and a uniform repeat infringer policy could undermine the achievements of the federal government’s broadband policy.*
 - *on February 14, 2017, filed an amicus brief in support of reversal, believing fair use enables the application of the first sale right with respect to the transmission of digital works in appropriate circumstances.*
 - *On February 13, 2017, filed an amicus brief in support of affirmance which makes three primary points. First, that the Georgia State University (GSU) e-reserves policy embodies widespread and well-established best practices for fair use and the Court should resist the publishers’ invitation to upend the consensus which the GSU policy reflects. Second, that the nature of these scholarly works favors fair use in every instance at issue. Third, that the District Court properly considered whether GSU’s use would cause substantial harm finding any adverse impact to be minimal in most cases while the public benefit of allowing the use at issue here is substantial.*
 - *In response to a public call, LCA provided input on January 31, 2017, about the knowledge, skills, and abilities we believe are the most important for the Register of Copyrights and about top priorities for the Register.*
 - *In response to a white paper entitled “Reform of the U.S. Copyright Office” issued by the US House of Representatives Judiciary Committee, LCA provided comments on January 31, 2017. While LCA strongly agrees with the objective of modernizing the Copyright Office so that it can*

meet the challenges of the 21st Century, we disagree that statutory reform of the Copyright Office is necessary to accomplish these objectives.

- *Together with ARL and ALA, alerted library community to dangers posed to network neutrality and need to be alert as future action likely (January 10).*
- *As part of the Library Copyright Alliance, together with ARL and ALA, ACRL:*
 - *Questioned proposals suggested in a multi-part policy statement entitled “Reform of the U.S. Copyright Office” which was released by the House Judiciary Committee as a prelude to legislation anticipated in the new Congress. (December 8, 2016)*
 - *Prepared response to the Copyright Office's request for additional comments on Section 512 DMCA, safe harbor (to be submitted in January).*
 - *Met with the Librarian of Congress in November to discuss issues of copyright, access, and the Copyright Office.*
- *ACRL Liaisons Assembly's liaison to the Council of Independent Colleges (CIC), Lisabeth Chabot, presented “Academic Libraries and High-Impact Educational Practices” at the November 5 - 8, 2016 Institute for Chief Academic Officers. Chabot's activities were shared in the [Value of Academic Libraries blog](#), as part of the blog's section that highlights activities of the ACRL Liaisons Assembly.*

Education

Leadership Institutes

- *ACRL partnered with members of the Council for Higher Education Management Associations to offer the 2016 Women's Leadership Institute in Dana Point, CA, December 6-9, 2016.*

Immersion Institutes

- *The Classic Immersion Program (Teacher and Program tracks) will be held at Champlain College in Burlington, Vermont, July 23-28, 2017. The Immersion Faculty are currently working on an extensive curriculum redesign for the flagship Classic Immersion Program. The updated curriculum and learning outcomes will be available in fall 2017 for implementation at the 2018 program.*
- *Six new instructors were hired on as new Immersion Faculty members. They are: Mary Broussard, Lycoming College; Anne-Marie Deitering, Oregon State University; Rhonda Huisman, Marian University; Jennifer Kelley, College of DuPage; Clarence Maybee, Purdue University; and Rebecca Miller, Pennsylvania State University.*
- *40 individuals participated in the face-to-face portion of the Immersion Teaching with Technology Program in Baltimore, March 21-22, 2017, and are currently participating in four additional weeks in an active online learning environment, including weekly synchronous webcasts.*
- *45 individuals were accepted for the Immersion Teaching with Technology track. Teaching with Technology takes a blended approach that consists of an initial two-day f2f workshop immediately prior to the ACRL 2017 Conference in Baltimore, Maryland, followed by four weeks in an active online learning environment.*

- *ACRL received 111 applicants for the 2017 Immersion “Classic” (Teacher/Program Tracks) Program which will be offered in Burlington, Vermont in July 2017. This applicant number is a 12% increase from 2016. Decisions will be finalized by February 2017.*
- *The Immersion Faculty participated in a two-day curriculum redesign retreat in November as they are currently working on an extensive curriculum overhaul for the “Classic” Immersion Program. The new content is scheduled to roll out at the summer 2018 program.*
- *A search for new Immersion faculty is currently underway with select members of the Immersion faculty and Immersion Program committee serving on the search committee. A round of phone interviews was conducted in November and eight candidates have been invited to participate in F2F interviews at Midwinter. Final decisions should be made in February 2017.*

Licensed Workshops

- As of summer 2017, ACRL has six licensed workshops that are available to bring to campuses upon request, with the addition of the new “Engaging with the ACRL Framework: A Catalyst for Exploring and Expanding Our Teaching Practices” workshop. This workshop was announced in mid-May. As of June 8, 2017, this workshop has received 24 inquiries (more than all other workshops) from institutions across the United States and Canada and one workshop has already been confirmed for November 2017. A call for applications for presenters was sent out in May, with the goal of hiring 3-5 new presenters to join the 3 curriculum designers in meeting the demand of delivering the workshop.
- As of June 8, 2017, 13 licensed workshops have either been delivered in or scheduled for the 2016-2017 fiscal year, in addition to the five annual subsidized Scholarly Communication roadshow offerings. The full breakdown of workshop deliveries is in the table below:

	RDM	Standards	Scholarly Communication	Intersections	Assessment	Framework
Completed	6	1	4 (3 subsidized)	1 three-part webcast series	1	0
Confirmed (FY17 and FY18)	1	0	3 (2 subsidized)	4	2	1
Outstanding Inquiries	6	4	4	7	4	24

- Eric Resnis, presenter and curriculum designer for the new Assessment in Action workshop, has been asked by the ALA Office for International Relations to deliver the full-day workshop at the Sharjah Book Fair in November 2017.
- Brittney Johnson, presenter and curriculum designer for the new Engaging with the ACRL Framework workshop, has been asked by the ALA Office for International Relations to present at the Sharjah Book Fair about the workshop.

- Presenter coordinators are set to be confirmed for all six workshop presenter teams by July 2017. Currently, only two workshop groups (Scholarly Communication and Standards) have fully appointed coordinators, while the other four groups have interim coordinators.
- *As of Spring 2017, ACRL now has five licensed workshops that are available to bring to campuses, with the addition of the new Assessment in Action: Demonstrating and Communication Library Contributions to Student Learning and Success. If the curriculum developers are able to meet deadlines, we plan to announce a sixth roadshow related to the Framework for Information Literacy later this spring.*
- *At the ACRL 2017 Conference in Baltimore, presenters from four of these workshops participated in a “Licensed Workshop Showcase” to allow attendees to briefly sample the workshops and increase awareness/interest for bringing the full workshop to their campuses. Approximately 60 attendees attended the showcase.*
- *As of Fall 2016, ACRL currently has four licensed workshops that are available to bring to campuses, chapters, or consortia upon request:*
 - *Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work (RDM)*
 - *Planning, Assessing, and Communicating Library Impact: Putting the Standards for Libraries in Higher Education into Action (Standards)*
 - *Scholarly Communication: From Understanding to Engagement (Scholarly Communication)*
 - *Two Paths Converge: Designing Educational Opportunities on the Intersections of Scholarly Communication and Information Literacy (Intersections)*

Two other workshops are in development, with an expected delivery date of Spring 2017, which will bring the number of workshops offered to six. The workshops in development are focused on Assessment and the Framework for Information Literacy for Higher Education. The workshops are intended to generate a modest net income from license fee revenue.

- *As of January 2017, four workshops have been delivered in FY17. There are 12 confirmed in-person workshops (5 of which are subsidized as part of the yearly Scholarly Communication Roadshow) and one 3-part webcast to be delivered in FY17. There are an additional 22 inquiries from potential hosts.*

	<i>RDM</i>	<i>Standards</i>	<i>Scholarly Communication</i>	<i>Intersections</i>	<i>Assessment</i>	<i>Framework</i>
<i>Completed</i>	2	1	1	0	N/A	N/A
<i>Confirmed</i>	4	1	5 (subsidized)	1 (3-part webcast)	1	0
<i>Inquiries</i>	7	1	4	8	1	0

- *Participant attendance for FY17 workshops completed by January 9, 2017:*
 - *RDM*
 - *Iowa City: 52*
 - *Standards*

- *Birmingham: 29*
- *Scholarly Communication*
 - *Brockport: 44*
- *Presenter coordinators have been appointed for all current workshop presenter groups, some as permanent appointments and some as interim through the 2016-2017 term. These coordinators serve in an administrative capacity as liaisons between ACRL staff and the presenter groups to plan and facilitate meetings, match presenters to host institutions, and more. The formal application process for selecting permanent presenter coordinators will open in Spring 2017.*

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. Registration figures are 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. Conference offerings attracted more than 1,320 first-time attendees, the highest recorded.*

ACRL 2017 (Baltimore, Maryland)

At the Helm: Leading Transformation

Registrants (Face-to-face - full and daily): 3,499

Registrants (Virtual Conference): 246 (calculated w/group participation)

Guests/Staff/Others: 325

Exhibitors: 1,183

Total: 5,253

- *The face-to-face registration figure of 3,499 surpassed our most-ever F2F registration of 3,390 (Portland, 2015) by 3.2%. Total registration (F2F and virtual) is at 107% of budget. Final registration reports will be available later this spring.*
- *The final evaluation report will be available by Annual Conference, but preliminary results are encouraging. More than 9 out of 10 attendees (94.2%) characterized their experience at ACRL 2017 as either “very positive” (43.01%) or “positive” (51.21%). The top three factors that influenced people’s decision to attend ACRL 2017 were to keep up to date professionally (56.5%); to interact/network with colleagues (51.7%); and the program content (37.7%).*
- *371 exhibit booths and 10 table tops representing 235 companies were sold for ACRL 2017. More than \$350,000 in conference donations was raised, 130% of budget.*
- *ACRL 2017 offered more than 500 peer-reviewed programs, the most ever for an ACRL conference. Key topics of discussion focused on advocacy, digital literacy, diversity and social justice, open access and a variety of other issues affecting university and college libraries. The conference featured a line-up of distinguished speakers who inspired, questioned and pushed the envelope on issues of race, social justice, big data and much more. Information Designer David McCandless discussed how to lend power to data through visualization tools and resources; Author and Cultural Critic Roxane Gay highlighted issues of diversity and social activism; and Librarian of Congress Dr. Carla Hayden closed the conference with stories that inspired and celebrated the value of librarians of all types.*

- ACRL 2017 also energized participants with a variety of new programs and services such as the Zen/Meditation lounge, Portal, Art Lounge, Lightning Talk session format, Team Trivia Night, new interactive conference app, and more.
- Approximately 245 attendees who were not able to travel to Baltimore participated virtually. 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. All conference attendees (both virtual and onsite paid registrations) will have access to the Virtual Conference community for the next year.
- ACRL held a fundraising campaign that awarded 170 conference scholarships, totaling a record-breaking \$120,395, for librarians and staff to attend ACRL 2017.
- Looking ahead, ACRL 2019, "Recasting the Narrative," will take place in Cleveland, Ohio, April 10-13, 2019.
- **Registration**- January 27, 2017 is the early-bird registration deadline. As of January 13, there are 1,665 registrants which is **51%** of our 95% budget (3,073 F2F registrants) (and 12% ahead of the 2015 conference at this time).
- **Sponsorships** - ACRL 2017 donations from vendor and library colleagues as of January 13, 2017, are \$321,050. This represents 128% of the donations budget (\$250,000).
- **Exhibits** - 346 booths representing 209 companies have been sold, representing 96% of budget
- **Scholarships**: The Association of College and Research Libraries awarded 170 scholarships for this conference in six categories worth a record-breaking \$120,395. Eighty-three of these scholarships (over \$60,000 in value) came from the ACRL Scholarship Campaign. ACRL expresses its sincere appreciation to the groups and individuals that participated in this campaign. Their support enables ACRL to build the skills and capacities of the next generation to lead and serve our profession.
- **Proposal Submission** – October 14 was the deadline for poster session, roundtable discussions, TechConnect, and Virtual Conference webcast submissions. 923 proposals were submitted and reviewed by the committees. Notifications were issued in late December.

ACRL 2017 Submissions	Poster Sessions	Roundtable Discussions	TechConnect Presentations	Virtual Conference Webcasts
ACRL 2017 total submissions	562	260	63	38
ACRL 2017 number that can be accepted for presentation	200	80	20	12
ACRL 2017 acceptance rate	36%	40%	32%	32%

ACRL 2015 Submissions	Poster Sessions	Roundtable Discussions	TechConnect Presentations	Virtual Conference Webcasts
ACRL 2015 total submissions	613	239	62	34
ACRL 2015 number accepted for presentation	200	100	24	12
ACRL 2015 acceptance rate	33%	42%	39%	34%

Conferences, Pre-conferences and workshops

- The Instruction Section will offer the preconference, “Going with (and Growing with) the Framework: Teaching Information Literacy with a Social Justice Lens at the 2017 ALA Annual Conference in Chicago.
- The 58th Annual RBMS Conference will take place June 20 – 23, 2017 in Iowa City with sold-out attendance of over 480 participants and approximately 75 booksellers (due to facility capacity). The theme, *The Stories We Tell* focuses on storytelling as practice and metaphor in the mission and daily work of special collections. A full slate of programs, participatory, and experience sessions is planned and the conference achieved a record-breaking \$79,600 in sponsorships. The conference also received an \$8,000 grant from the Gladys Krieble Delmas Foundation to help support the attendance of 28 scholarship recipients.

Annual Conference Programs

- The deadline for 2018 program proposals is August 25, 2017. For the first time, program proposals will be submitted via a centralized submission site for all ALA Divisions, RoundTables, Committees, and Offices.
- Planning is ongoing for ACRL’s 19 programs at the 2017 ALA Annual Conference.
- *We received 48 submissions for 19 available slots. The Professional Development Committee reviewed proposals and notifications were issued in November.*

Online learning (see additional webinars in the CHOICE section of this report)

- ACRL offered the following e-Learning events:

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Navigating Without a Chart: Three Perspectives on the Basics of Acquisitions	Webcast	4/20/2017	3	10	100%	84%	25%	30%
Curating Research Data	Webcast	5/18/2017	4	13	100%	82%	33%	17%
Beyond Worksheets: Using Instructional Technologies for Authentic Assessment of Student Learning	Webcast	6/1/2017	4	42	88%	92%	59%	36%
Managing Change	Webcast	6/8/2017	3	12	100%	96%	72%	47%

<i>Title</i>	<i>Type</i>	<i>Date</i>	<i>Individual Reg</i>	<i>Group Reg</i>	<i>Quality</i>	<i>Learning Outcomes</i>	<i>Recommended (9 to 10 ratings)</i>	<i># of eval respondents</i>
<i>Modern Pathfinders: Easy Techniques to Make Better Research Guides</i>	Webcast	2/2/2017	13	2	100%	96%	50%	5
<i>Charting a New Course for Credit-Bearing Information Literacy Courses in Higher Ed</i>	Webcast	2/22/2017	13	5	20%	50%	0%	6
<i>What's so super about Supercomputing?</i>	Webcast – Joint webcast offered with LITA	2/28/2017	14	15	TBD – evaluation compiled by LITA			
<i>Essentials of Usability Design</i>	Webcast	3/8/2017	35	8	80%	90%	37%	30
<i>Designing Curriculum and Developing Educators</i>	Course	4/3/2017 – 4/20/2017	28		TBD			

Member Engagement

Membership units/Governance

- The Asian, African & Middle Eastern Section (AAMES) request to transition to the Asian, African & Middle Eastern Studies Interest Group (AAMESIG) was approved by the ACRL Board at its spring meeting.
- On April 4, 2017, the ACRL Board approved the establishment the Academic Library Services for Graduate Students Interest Group for April 2017 through June 2020 with the following statement of charge: “To provide academic librarians with a forum to discuss issues related to library service for graduate students, including instruction, outreach, reference, collections, and programming; develop guidelines and resources that will assist academic librarians with providing quality services for their graduate students.”
- During a February 2017, virtual vote the ACRL Board approved the creation of the Digital Scholarship Section to begin September 1, 2017. The Digital Curation Interest Group, Digital Humanities Interest

Group, and Numeric and Geospatial Data Services in Academic Libraries Interest Group will be dissolved as the three units combine to form the new section.

- *In February ACRL Executive Director Davis and ACRL Vice President Cheryl Middleton attended the American Society of Association Executives (ASAE) CEO Symposium for chief staff and elected officers.*
- *Several focus groups were conducted at the ACRL 2017 conference to learn more about membership needs and perceptions.*
- *On September 1, 2016, the African American Studies Section (AFAS) officially transitioned to the African American Studies Librarians Interest Group (AASLIG).*
- *On September 1, 2016, the Law & Political Sciences Section (LPSS) was renamed the Politics, Policy and International Relations Section (PPIRS).*
- *The Slavic & Eastern European Studies Section (SEES) and the Western European Studies Section (WESS) submitted an action item to the ACRL Board for the 2017 Midwinter Meeting, requesting that a merger of the two sections be approved.*
- *ACRL officers gave presentations at the following chapters:*
 - *New England, September 13, 2016, Irene Herold*
 - *Arkansas, November 13, 2016, Ann Campion Riley*

Awards

- *ACRL President Herold presented all three of the Excellence Awards to the winners on their campuses. The winners of the 2017 Excellence in Academic Libraries Awards were selected in the following categories, and have selected dates to host an award ceremony on their respective campuses:*
 - *University: Santa Clara University Library (March 13, 2017)*
 - *Community College: Miami Dade College-Learning Resources (April 18, 2017)*
 - *College: Columbia College Chicago Library (April 27, 2017)**ACRL President Irene M. H. Herold will attend all three award ceremonies to present the awards.*
- *Loretta Parham was named the 2017 ACRL Academic/Research Librarian of the Year. She was presented with her award at the ACRL 2017 Conference during the Opening Keynote session.*
- *Applications were received for 20 ACRL awards (STS Innovation not offered in 2017 award season). Award committees will select winners during December and January, either virtually or on-site at Midwinter.*
- *Past President Ann Campion Riley participated in the selection of the “I Love My Librarian Awards” and attended with Executive Director Davis the award ceremony in New York. The winners from academic libraries were encouraged to come to the ACRL 2017 Conference and engage with the association.*

Special events at ALA Conferences

- *Plans are being made for 14 section and interest group special events during ALA Annual Conference in Chicago.*

- *ACRL sections and interest groups will host six social events during the ALA Midwinter Meeting in Atlanta.*

Consulting services

- Developed, promoted and offered the chance for quick exploratory conversations at ACRL 2017. Held 6 conversations with potential clients (March 2017, Prager)
- Completed consulting work at University of Maryland Baltimore County. (May 2017, Prager and Deiss)
- *Submitted a proposal to University of Maryland Baltimore County for strategic planning (January 2017, Malenfant), subsequently accepted. Began planning work (February 2017, Prager and Deiss)*
- *Began conversations with Otterbein University library about needs for strategic planning and external review (February 2017, Prager and Malenfant)*
- *Began conversations with Mount Holyoke College about needs for strategic planning (February 2017, Prager and Malenfant)*
- *Conducted site visit for external review at Arkansas State University (February 2017, Malenfant, Dempsey and Prager)*
- *Described ACRL Consulting to American Association of Law Libraries, who are exploring how they may provide consulting. (February 2017, Prager and Malenfant)*
- *Described ACRL Consulting to McKinley Advisors for their client National Association of Student Financial Aid Administrators, who are exploring how they may provide consulting. (February 2017, Prager and Malenfant)*
- *Submitted a proposal to Lamar University for strategic planning retreat (October 2016)*
- *Planned Lamar University strategic planning retreat (scheduled for January 2016) – Kathryn Deiss and Karen Brown*
- *Submitted a proposal to Arkansas State University for external review (December 2016)*
- *Planned Arkansas State University external review for Feb/March – Kara Malenfant and Paula Dempsey (January 2017)*
- *Submitted a proposal to American International Consortium of Academic Libraries (AMICAL) for assessment workshop (November 2016)*
- *Planned American International Consortium of Academic Libraries (AMICAL) assessment workshop for January 2017 – Kara Malenfant and Karen Brown*
- *Began conversations with University of Maryland Baltimore County about strategic planning needs (January 2017) - Kara Malenfant*

Publications

Non-periodical Publications

- Published since the last report:
 - *Reading, Research, and Writing: Teaching Information Literacy with Process-Based Research Assignments*, by Mary Snyder Broussard

- *Mobile Technology and Academic Libraries: Innovative Services for Research and Learning*, edited by Robin Canuel and Chad Crichton
- To publish by the end of FY17:
 - *Creative Instructional Design: Practical Applications for Librarians*, edited by Brandon West, Kimberly Davies Hoffman, and Michelle Costello
 - *Zotero: A guide for librarians, researchers, and educators*, second edition, by Jason Puckett
 - *Librarians: Exploring Selves, Cultures, and Autoethnography*, edited by Anne-Marie Deitering, Richard Stoddart, and Robert Schroeder
- *Published since the last report:*
 - *Choosing to Lead: The Motivational Factors of Underrepresented Librarians in Higher Education*, edited by Antonia Olivas
 - *The First-Year Experience Cookbook*, edited by Raymond Pun and Meggan Houlihan
 - *Students Lead the Library: The Importance of Student Contributions to the Academic Library*, edited by Sara Arnold-Garza and Carissa Tomlinson
- *Soon to be published:*
 - *Reading, Research, and Writing: Teaching Information Literacy with Process-Based Research Assignments*, by Mary Snyder Broussard
 - *Mobile Technology and Academic Libraries: Innovative Services for Research and Learning*, edited by Robin Canuel and Chad Crichton
 - *Creative Instructional Design: Practical Applications for Librarians*, edited by Brandon West, Kimberly Davies Hoffman, and Michelle Costello
 - *Librarians: Exploring Selves, Cultures, and Autoethnography*, edited by Anne-Marie Deitering, Richard Stoddart, and Robert Schroeder
- *Published since the last report:*
 - *The Small and Rural Academic Library: Leveraging Resources and Overcoming Limitations*, edited by Kaetrena Davis Kendrick and Deborah Tritt
 - *Bridging Worlds: Emerging Models and Practices of U.S. Academic Libraries Around the Globe*, edited by Raymond Pun, Scott Collard, and Justin Parrott
 - *Critical Library Pedagogy Handbooks—Vol. 1: Essays and Workbook Activities and Vol. 2: Lesson Plans*, edited by Nicole Pagowsky and Kelly McElroy
 - *Collaborating for Impact: Special Collections and Liaison Librarian Partnerships*, edited by Kristen Totleben and Lori Birrell
 - *Rewired: Research-Writing Partnerships within the Frameworks*, edited by Randall McClure
 - *Curating Research Data—Vol. 1: Practical Strategies for Your Digital Repository and Vol. 2: A Handbook of Current Practice*, edited by Lisa R. Johnston
- *Soon to be published:*

- *Choosing to Lead: The Motivational Factors of Underrepresented Librarians in Higher Education*, edited by Antonia Olivas
- *The First-Year Experience Cookbook*, edited by Raymond Pun and Meggan A. Houlihan
- *Students Lead the Library: The Importance of Student Contributions to the Academic Library*, edited by Sara Arnold-Garza and Carissa Tomlinson

Library Statistics

- The 2016 edition of *ACRL Academic Library Trends and Statistics* will be published by August 2017.
- *The 2015 edition of ACRL Academic Library Trends & Statistics was published as a single volume in November 2016 and includes an offer of a complimentary one-year access to ACRL Metrics.*

Standards and Guidelines

- “Roles and Strengths of Teaching Librarians,” a revision of the 2007 ACRL Standards and Proficiencies for Instruction Librarians and Coordinators, was approved in April 2017.
- *New Proficiencies for Assessment Librarians and Coordinators were approved by the Board of Directors at the 2017 ALA Midwinter Meeting and revised Guidelines: Competencies for Special Collections Professionals were approved in March 2017.*
- *The Framework for Information Literacy Sandbox launched in December 2016, as noted earlier in the report.*

Framework for Information Literacy for Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	22,515	23,537	24,191		70,243
Print sales	390	90	380		860

Information Literacy Competency Standards Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	43,184	32,333	30,193		105,710
Print sales	0	0	0		0*

* (sale ceased June 2016 when Board rescinded standards)

Standards for Libraries in Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	3,504	2,725	3,874		10,103
Print sales	65	0	130		195

All Standards/ Guidelines/ Frameworks Online Visits

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
99,186	80,587	85,509		265,282

Social Media

	Q1 YTD (Sept.-Nov.)	Q2 YTD (Dec. – Feb.)	Q3 YTD (March – May)	Q4 YTD (June – August)
Facebook Likes	6,777	6,924	6,988	
Twitter Followers	16,225	16,862	17,112	
Pinterest Followers	409	413	414	
Instagram Followers	243	296	317	

ACRL Insider Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	59	64	80		203
Page Views	20,244	18,116	22,046		52,406

ACRLog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	21	19	21		61
Page Views	29,917	15,823	NA (stats plugin error)		45,740

ACRL TechConnect Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	5	4	4		13
Page Views	25,612	19,392	NA (stats plugin error)		45,004

VAL Blog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	8	2	1		11
Page Views	1,216	1,076	1,255		3,547

College & Research Libraries

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – April)*	Q4 (June – August)	Total
492,192	528,111	367,201		1,387,504

* Working to verify May usage statistics from the new OJS platform. HighWire stats are correct through the end of April.

- Issues published per usual schedule.
- The online versions of ACRL serials migrated to Open Journal Systems (OJS) at the start of May 2017. Additional development on the new sites, including some clean-up/ improvement of existing features in the new platform, is ongoing.
- *A special issue focusing on scholarly communication issues was published in February 2017.*
- *ACRL staff are working with ALA Production Services to migrate the online versions for ACRL serials to Open Journals Systems (OJS) from HighWire Press. The project should be completed this spring.*

C&RL News

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – April)*	Q4 (June – August)	Total
307,288	344,666	264,440		916,394

* Working to verify May usage statistics from the new OJS platform. HighWire stats are correct through the end of April.

- Issues published per usual schedule.
- The online versions of ACRL serials migrated to Open Journal Systems (OJS) at the start of May 2017. Additional development on the new sites, including some clean-up/ improvement of existing features in the new platform, is ongoing.
- *ACRL staff are working with ALA Production Services to migrate the online versions for ACRL serials to Open Journals Systems (OJS) from HighWire Press. The project should be completed this spring.*

RBM

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – April)*	Q4 (June – August)	Total
25,075	27,874	17,625		70,574

* Working to verify May usage statistics from the new OJS platform. HighWire stats are correct through the end of April.

- Issues published per usual schedule.

- The online versions of ACRL serials migrated to Open Journal Systems (OJS) at the start of May 2017. Additional development on the new sites, including some clean-up/ improvement of existing features in the new platform, is ongoing.
- *The Board of Directors approved the appointment of Richard Saunders of Southern Utah University as the next editor of RBM. Saunders will move into the editorship in July 2017.*
- *ACRL staff are working with ALA Production Services to migrate the online versions for ACRL serials to Open Journals Systems (OJS) from HighWire Press. The project should be completed this spring.*
- *The RBM Editor Search Committee conducted interviews for a new editor this fall and made a recommendation to the Publications Coordinating Committee which will forward to the Board of Directors if approved. The new editor will replace Jennifer Sheehan, whose term ends at the end of July 2017.*

CHOICE

Choice Reviews Usage Statistics January–May 2017

	Sessions	Page views	Searches	Readings	Unique Reviews Read
Jan	18,169	132,960	61,718	85,670	15,695
Feb	25,046	172,846	79,589	90,946	18,128
Mar	27,510	177,992	85,664	96,649	17,695
April	24,642	143,888	67,762	73,818	16,104
May	19,117	118,117	59,027	66,552	15,918
TOTAL YTD	114,484	745,803	353,760	413,635	83,540

How to read this table:

- Sessions: Number of log ins by registered users
- Page views: Total number of pages viewed. Each page contains from 1 to 75 reviews, depending on context and user-controlled settings
- Review Readings: N readings of a single review count as N
- Unique Reviews Read: N readings of a single review count as one (1)

During the late fall and winter, we staged a telemarketing campaign for Choice Reviews, targeting three audiences: lapsed subscribers, subscribers to Choice magazine, and nonsubscribers. Overall, the telemarketers reached out to 1,661 colleges and universities, successfully contacting 721, or 43%, of them. Their efforts garnered 73 free-trial accounts and 56 product demos, with print subscribers representing the largest group among these, at 47% and 63%, respectively. Free-trial accounts are of six months' duration, so it is too early to know the conversion rate.

The new version of Choice Reviews launched over the summer, and at term's beginning all 1,100 institutional subscribers, as well as 3,100 individual reviewer accounts, had been successfully migrated from the old system. During the last four months of 2016 CR garnered 77,476 user sessions, amounting to some 582,000 page views:

Usage Statistics September–December 2016

	<i>Sessions</i>	<i>Page views</i>	<i>Searches</i>	<i>Review Readings</i>	<i>Unique Reviews Read</i>
<i>Sep</i>	14,965	132,180	59,637	77,748	14,302
<i>Oct</i>	18,930	166,486	71,872	83,892	15,872
<i>Nov</i>	23,873	165,259	70,822	84,738	14,719
<i>Dec</i>	19,708	118,253	53,397	78,829	16,283

How to read this table:

- Sessions: Number of log ins by registered users
- Page views: Total number of pages viewed. Each page contains from 1 to 75 reviews, depending on context and user-controlled settings
- Review Readings: N readings of a single review count as N
- Unique Reviews Read: N readings of a single review count as one (1)

Back in Middletown, the editorial team further compressed its content production operation to bring the digital publishing process fully in line with the potential envisioned when we first launched Choice Reviews. Reviews are now published online a full three months earlier than the print issue release. About 40 new reviews are published daily.

Open Choice

In May, ACRL executive director Mary Ellen Davis and Choice editor and publisher Mark Cummings held a two-day conference with Sarah Cohen and David Ernst of the Open Textbook Network on the campus of Stanford University. Topics under discussion were the structure of the proposed *Open Choice* review service, how to enlist the participation of teaching faculty in the project, and ways that the ACRL and the OTN might collaborate on professional development efforts around open education.

In April IMLS notified Choice that it declined to fund its proposed pilot program, but through a combination of internal funding sources, we have now secured enough funding to begin work on the project. Efforts are underway to recruit a project manager, with an anticipated project start date of September.

CC Advisor

By the first week in June some 200 reviews had been published in the beta version of CC Advisor, bolstered by a vigorous editorial support program at Choice. During the period, Choice editors commissioned over one hundred of these lengthy reviews, and should a high percentage arrive on schedule this month, we will be ready to launch the live service with the opening of the academic year. As the ALA Annual conference approaches, Choice is preparing for a soft launch on the exhibit floor, with in-booth demonstrations, signage, and program advertising.

During April, Choice editor and publisher Mark Cummings presented an overview of the new product at the International Coalition of Library Consortia (ICOLC) at their spring conference, held this year in Jacksonville, Florida. The meeting was attended by some 105 consortia directors, representing several thousand libraries.

Except for minor bug fixes and small design modifications, development work on CC Advisor has been completed, and a live beta site is up and running. Content deliveries from The Charleston Company (TCC) are lagging behind schedule, with 129 reviews, roughly half the planned launch threshold, delivered thus far. In an effort to redress the shortfall, Choice staff, under the direction of Bill Mickey, is collaborating with their colleagues at TCC to expand editorial operations, and a call for reviewers was sent to the entire ACRL membership during the final week of March. As a result of this effort, we have garnered over 300 potential authors. Their credentials are being reviewed and matched with writing assignments, and invitations to contribute entries will be issued soon.

Development work began in earnest during the fall of 2016, focusing on creating the back-end CMS and content repository. Using the Choice CMS as a model, we determined what functionality was to be removed and what should be retained, ascertained what forms needed to be modified or built to handle the entry of the database reviews, and identified any necessary modifications to the workflow for the Charleston users. Choice's senior web developer, Jason Simon, worked closely with productOps, our development partner, to implement these changes in a coordinated effort, resulting in a streamlined and useable production site for the entry of database reviews for publication in CC Advisor. Testing of the backend should be completed by early January, and work on the product's front end will begin at that time.

Choice-ACRL Webinars

Through the end of May, Choice has staged 25 webinars with 12 separate sponsors (up from 8 sponsors in the same time period last year) and is on track to complete 33 webinars during the current fiscal year. So far, the program has logged 19,211 and 6,809 attendees, with more than 3,400 new contacts added to its rosters. Total year-to-date registrations exceed last year's total registrations by approximately 2,000 and last year's total attendance by more than 500.

"Designing Academic Libraries for Modern Human Behavior," sponsored by Agati Furniture and Tappé Architects, was the most attended spring webinar, with 1,255 registrants and 555 attendees. The response to the webinar on Twitter was notable for its enthusiasm, with @MedLibMolly tweeting, "This was maybe the best webinar I've ever attended. So fascinating! #acrIchoicewebinars," and @roxyk9 also tweeting, "Today's 'Designing Academic Libraries for Modern Human Behavior' #ACRLChoiceWebinars is FANTASTIC. Want to share with all stakeholders."

All-in-all the program is holding strong with averages of 731 registrants and 40% attendee rate.

List of joint webinars: April-June 2017

Date	Sponsor	Title	Registrants	Attendees
4/6/2017	Alexander Street	From Video Usage to Engagement to Impact—Charging Ahead	394	132
4/11/2017	Rowman & Littlefield	Three Keys to Digital Preservation: Management, Technology, and Content	802	346
4/18/2017	Springer Nature	Advancing Research Capabilities at Academic Libraries	461	154

Date	Sponsor	Title	Registrants	Attendees
4/20/2017	MIT Press	Experimental Publishing at the Intersection of Science, Art, and Technology	429	128
4/26/2017	Gale Cengage	Connect the Library to the Lab	325	119
5/2/2017	Agati	Designing Academic Libraries for Modern Human Behavior	1,255	555
5/18/2017	McGraw-Hill	Engaging Students in Science using the 2017 Solar Eclipse	290	102
6/8/2017	Elsevier	Librarians as Stakeholders in Managing the Research Enterprise	418	135

Through the end of March, we have staged 18 webinars overall, attracting 5,878 attendees and 14,330 registrants. Sponsorships for these webcasts have generated \$98,500, an increase of 44% over this time a year ago. Equally encouraging, we are also seeing an increase in first-time registrants: since September we have added 2,500 new contacts to our database, an average of 200 new contacts per webinar. These figures are generating genuine excitement among advertisers, and we have recently attracted four new sponsors: Adam Matthew, MIT Press, Agati Furniture, and Tappe Architects. Together, these organizations have contributed \$20,500 in revenue to the program.

List of joint webinars: September 2016–March 2017

Date	Sponsor	Title	Registrants	Attendees
9/8/2016	RLPG	<i>Innovative LibGuide Applications and Integrating LibGuides into Library Websites</i>	1,498	740
9/13/2016	McGraw-Hill	<i>Teaching Visual Learners with Data Visualization: Delivering an active learning experience for engineering students</i>	582	223
9/22/2016	Springer Nature	<i>Measuring Reach and Impact of Book Chapters</i>	535	206
9/27/2016	ProQuest	<i>Researching Researchers--Designing the User Experience at ProQuest RefWorks</i>	760	261
10/13/2016	ProQuest	<i>How Stacks for Books are Transforming into Spaces for Makers</i>	697	262
10/18/2016	Alexander Street	<i>From Usage to Engagement to Impact: The Next Frontier in Video Metrics</i>	373	173
10/27/2016	Gale Cengage	<i>Making Human Anatomy Interactive in and Out of the Classroom</i>	314	128
11/10/2016	ProQuest	<i>In Their Own Words--Feedback from Today's Academic Medical Library Users</i>	334	107
11/15/2016	ProQuest/Ex Libris	<i>Discovery Services, Libraries and Beyond – A Glance into a Possible Future</i>	1,363	524
12/6/2016	Choice	<i>Best Practices for Building LibGuides</i>	2,015	1,015
12/8/2016	ProQuest	<i>From Reclaiming to Reclaimed--The Big Picture and a Case Study in Space Reclamation</i>	740	289

Date	Sponsor	Title	Registrants	Attendees
1/12/2016	EBSCO	<i>FOLIO: A new library services platform built for innovation</i>	813	309
1/31/2016	EBSCO	<i>Mainstreaming Open Access Monographs</i>	1,133	518
2/2/2016	Gale Cengage	<i>Celebrating Women's History with Library Resources</i>	519	199
3/9/2017	Elsevier	<i>Strategies and Enhancements for Interdisciplinary Research</i>	419	130
3/16/2017	Adam Matthew	<i>From Shelf to Online Repository--Creating a Collaborative Teaching and Research Collection</i>	636	231
3/28/2017	ProQuest	<i>How does the past inform today? Key primary source collections for research in social movements</i>	528	195
3/29/2017	McGraw-Hill	<i>Exploring Data Visualization Approaches to Enhance Student Engagement</i>	1,071	368

During the first four months of the academic year, the ACRL/Choice webinar program produced 11 programs generating \$49,000 in revenue, a gain of 11% over this time last year. These 11 programs have attracted over 9,200 registrants and 3,300 attendees. The program hit an all-time high with our December 6th program, "Best Practices for Building LibGuides," hosted by Springshare. This webcast generated an impressive 2,015 registrants, 1,100 attendees, and 580 archive views in 6 days, and received hundreds of positive comments from attendees. (see chart of programs in Education section above)

In September we migrated our webinar production in-house and adopted WebEx as our hosting platform. The new platform gives us more functionality and significantly reduces the cost per webinar. Now that the transition is complete, Mark Derks, our digital media coordinator, and Pam Marino, our advertising manager, are working to refine the content of the webinars, positioning them as professional-development and thought-leadership opportunities, and diversify and broaden the sponsor list.

Choice-ACRL Mobile App

Following on the relaunch of the Choice tablet app as the ACRL-Choice mobile app (now available on iPhone), Choice designers have been working to improve the user experience on this content-rich application. The new look, ready for launch at Annual later this month, makes better use of the design capabilities within AEM Mobile and has more pictures, new types of content (Webinar of the Week, ACI Scholarly Blog Index, Authority File podcast, etc.), and better navigation among the four browse pages in the app. The new design makes both advertising and editorial content more appealing and will hopefully drive engagement.

At ALA Midwinter, we relaunched the Choice tablet app as the ACRL-Choice mobile app, an integrated service offering content from both groups and allowing us to reach a larger audience with more diverse content offerings. The new app is built on AEM Mobile, Adobe's latest mobile platform, which uses responsive design to serve both tablet and phone. An API hookup allows ACRL to post content to their WordPress blogs and the app simultaneously. The new platform and workflow breaks us out of the issue-based format, and we hope that more frequent content updates will garner better engagement analytics. In support of this, we now release

“push” notifications via text message to app users. The app was heavily promoted at the ACRL conference in March, including an info sheet in the Choice booth and inclusion in a pre-conference eblast and via Choice360 and social media postings.

The successful launch last summer of Choice Reviews, designed for both desktop and mobile devices, caused us to rethink the role of the Choice mobile app and in particular, to imagine alternate formats and content appropriate for this form factor. Working with ACRL's David Free and Tory Ondrla, we ultimately decided to create a mobile app featuring content from both Choice and ACRL publications. The new Choice-ACRL mobile app brings to our traditional readers more of what they sought in the first edition: "Editors' Top 75 Community College Resources," the forthcoming titles essays, "Ask an Archivist," links to the bibliographic essays, and other articles and features. But it also caters to a new audience, the larger membership of ACRL as a whole, with their more diverse interests and needs. With selected content from ACRL Insider, ACRL Log, and Keeping up With, the app is now a place to visit to stay up-to-date on trends in academic librarianship and higher education. The new app will launch at ALA's 2017 Midwinter Conference.

Choice Subscription/Fulfillment

We continue to work with our fulfillment service, ESP, to streamline our subscription operations and improve communication with both their customer service team and our subscribers. Launch of an API connecting the subscriber database at ESP with Choice Reviews has been a major step forward in this regard, ensuring synchronous operation between the two sources and greater responsiveness to subscriber requests. As part of this effort we also are working with ESP to drive customer retention. This means pulling lists of recently expired subscriptions for a follow-up call, making sure their customer services team has the information they need to represent us to our subscribers, and setting up a credit-hold workflow that maintains contact with subscriptions with outstanding balances.

Finally, we are undertaking an initiative to better understand our segment in the academic marketplace. During the period, we worked with ESP to open up a field for IPEDS ID number in our subscriber records. This field may be exported to a report that, when compared to the Carnegie Classification report, will allow us to see which segments we have saturated and where we can grow. Over the next few weeks we'll start entering the IPEDS ID number into our subscriber records.

During the final week in March, the ESP/Choice User Database API went live, providing a seamless transfer of subscriber information from our new fulfillment agency to the credentialing database for Choice Reviews at Amazon Web Services. This is an important step toward implementing the single sign-on for Choice subscribers as we add database products in the future.

In October we officially migrated all our subscription operations to a new vendor, ESP Computer Services of North Hollywood, CA. The dashboard tools in PubService, ESP's user portal, give us real-time access to our subscription data. Already we are working on streamlining subscription financial reporting by training our accounts payable team in Chicago to use these tools. Training for customer service is also underway. The

ESP/Choice User Database API will launch in March, creating a direct, real-time connection between subscription information at ESP and the permissions databases in our digital products.

Choice Marketing

During the spring quarter, Choice partnered with the ACRL books program to assemble four pilot episodes for a new, weekly, sponsored podcast titled, "Authority File." "Authority File" features conversations with book authors and editors, thought leaders in the library world, and case studies focusing on library-related products and technologies. Its audience includes academic librarians, Choice readers, and the ACRL membership. The four pilot episodes focus on an ACRL title, *The First-Year Experience Cookbook*, edited by Raymond Pun and Meggan Houlihan, and cover topics such as how to build strong library partnerships with other university stakeholders (like writing and career centers), expert advice for library instruction, and tailoring instruction to students' backgrounds and needs.

"Authority File" launches on July 31 with sponsorship provided by Rowman & Littlefield. Special credit is due to ACRL's Erin Nevius for helping secure our first participants. Going forward, the podcast will be a new sponsorship opportunity for Choice partners as well as an informative new medium to engage with Choice subscribers.

In early March, we invited Mike Winkleman to the Choice office to present to the management team about content marketing. Mike is currently the chief content officer at Chief Executive magazine and is principal of Leverage Media, a boutique marketing agency. Mike's presentation, which demystified content marketing and featured case studies and real-world examples, helped crystalize our ideas around creating a marketing services (surveys, white papers, webinars) operation.

In an effort to promote Choice Reviews as an instruction and research tool, we inaugurated the "Where Can Choice Reviews Take You?" contest, inviting entrants to submit ideas on how CR can be used by students and faculty. The winner of the contest will receive paid registration to the 2017 ACRL conference in March.

As part of that same effort, we deployed two surveys on Choice Reviews as an instruction and research tool, one to Choice reviewers and one to CR "power users." The survey of Choice active reviewers went out to approximately 3200 reviewers and resulted in a 16% response rate. The survey of CR power users went to 30 contacts at the institutions most actively using the database and resulted in a 3% response rate.

Resources for College Libraries

Some 850 titles were added to the *RCL + RCL Career Resources* database during this period (21 March - 1 June 2017). All subject editors received annual revision materials, including current title lists, out-of-print title lists, filtered new edition reports, and revision checklists. The subject editors of the sixteen RCL arts and humanities disciplines, encompassing approximately 35,000 titles, completed editorial updates in advance of the scheduled external evaluation. Peer referee recruiting commenced with messaging to ACRL groups and individual invitations. The RCL product page on Choice360 was updated in advance of the ALA Annual meeting and new discussions began to rebrand and renew marketing efforts for *RCL* at Choice and ProQuest.

On the marketing and sales side, Choice retained an independent sales agent to call subscribers to Choice Reviews in order to offer them subscriptions to RCL at a 50% discount. The 1,339 calls made on behalf of RCL generated 72 trial accounts but only 4 paid subscriptions as of this writing.

Some 869 titles were added to the RCL + RCL Career Resources database during this period (from database 22 Dec 2016 - 20 March 2017), as editors completed midwinter new edition updates; 37 duplicate records were removed. Phase 3 of the “excludes” project was completed, with 160 manual records created, many covering foreign language titles not included in the Books in Print database. This concludes the retrospective excludes project, whereby 1,500 missing records were reviewed and addressed by the editorial group; excludes will be reviewed on a biannual basis beginning in 2017. RCL active title and out-of-print title lists were generated in preparation for the 2017 annual revision deadline.

In an effort to stimulate interest in and subscriptions to the product, Choice launched a telemarketing campaign on its behalf. Under the direction of Laura Mullen, and with the active collaboration of ProQuest, the campaign targets some 800 domestic Choice Reviews subscribers. The campaign kicked off in early March with an eblast to the target audience. This will be followed by telesales calls beginning 3 April, offering subscriptions to RCL at 50% off the first-year price.

450 titles were added to the RCL + RCL Career Resources database during this period (from 9 Sept - 21 Dec 2016), while 182 duplicate records were removed. State-of-the-subject meetings were conducted with 21 social sciences and science and technology editors to outline future editorial developments and address feedback from the 42 collected peer review reports. A new controlled subject heading vocabulary and taxonomic organization was implemented for the French language and literature subject, impacting over 1,200 records. The midwinter meeting of the RCL editorial board included discussion around selection policy, metadata enrichment, and product development. The project editor prepared for the 2017 editorial revision, including disbursement of editorial agreements and updated new edition reports, as well as recruiting four new subject editors (astronomy, Germanic languages and literatures, Russian and Eastern European languages and literatures, world and comparative history).

Choice Editorial

In mid-November Choice debuted a new e-newsletter—“Academic Publishing Weekly”—targeting Choice’s list of more than 1,000 academic publishing contacts. The weekly newsletter curates academic publishing market news and has achieved an open rate in the 30% range and a 23% percent list growth rate since launch.

The Choice360.org blog, The Open Stacks, has been on a healthy traffic growth trajectory. Unique page views to the blog have increased by 69% in calendar Q4. Sessions are up by 47% in that same time period. The Open Stacks has become a destination site for marketing announcements, selected feature content, newsletter content, editorials, and contributed columns.

The editors recently rewrote and updated the Choice bibliographic essay contributor guidelines. The guidelines now apply more editorial rigor by tightly defining the purpose of the essays for our contributors and readers.

This should be a terrific help for contributors as they craft their proposals and essays, and for the editors as they edit the manuscripts on the back end.

In November, we began using a new style guide to input bibliographic information for the books Choice reviews into Choice Connect, our CMS. The new guide sets down the existing house style on paper and introduces the concept of using authority files. As a result, the Library Technical Assistant (LTA) group, will now use the Library of Congress name authority file. The purpose of the guide is to give the LTAs and editorial staff a resource to consult when they have a question about a bibliographic entry and to allow users to more easily find the titles they are looking for in Choice Reviews.

OER Review Service

- Choice Ed & Publisher Cummings and ED Davis met with the ALA Endowment Trustees to familiarize them with the new product idea and update them on the approved “swap” of financing--\$700,000 from the CHOICE LTI to the ACRL LTI in return for \$700,000 from ACRL’s net asset balance to CHOICE over FY18-FY19.
- Choice Ed & Publisher Cummings and ED Davis met with The Open Textbook Network (OTN) staff to explore possibilities for collaboration on a variety of products and educational offerings. Subsequently Davis, after consultation with the Presidents submitted a letter of support for a grant proposal OTN submitted to IMLS.

Responding to an RFP, in early February Choice submitted a preliminary proposal to IMLS for a pilot program designed to test the applicability of the proposed OER review service. Decision on the preliminary proposal is expected near the end of April. Should this preliminary proposal be accepted, a full proposal will be due in Washington during the first week in June.

Simultaneous with the submission to IMLS, the ACRL board, meeting during ALA Midwinter in Baltimore, approved a \$275,000 subvention to Choice to serve as seed money for the project. During that same conference Mark Cummings, Choice editor and publisher, and Mary Ellen Davis spoke with the program manager responsible for OER initiatives at Hewlett, receiving valuable guidance as to the foundation’s guidelines and preferences for making grants.

Following an OER preconference in Baltimore, Mark met with SPARC director of open education, Nicole Allen, and both Mark and Mary Ellen discussed collaborative opportunities with the Open Textbook Network’s managing director, Sarah Cohen. Conversations with OTN are continuing.

Over the summer, we retained Corey Wetherington, information resources and support specialist (supervisor) at Penn State University, Berks campus, to prepare a draft funding proposal for the OER review service contemplated by Choice and ACRL. An accomplished writer and information manager, Corey oversees all in-house library assessment, analytics, and metrics for the Thun Library; investigates and implements open learning opportunities tailored to local campus needs; provides specialized reference, technical editing, and consultation services for faculty and patrons; and represents the Berks campus on the PSU Library Assessment and Metrics Council committee.

Collaborating with Choice editor and publisher Mark Cummings, Corey worked throughout the fall to draft the proposal, which he submitted just prior to the end of the year. Mark and ACRL executive director Mary Ellen Davis are now in consultation to identify foundations that will be targets for the grant request.

Operations

Operational activities relevant to the quality of ACRL's strategic and enabling programs and services are reported below.

Staff

- The search continues for a Program Coordinator, who will serve as the staff liaison to discussion groups, interest groups, and chapters. This person will also assist with virtual meetings, donation processing, and membership support. This newly described position replaces that left vacant by Chase Ollis' promotion.
- Tory Ondrila was promoted to Conference Manager and was recently named to [Connect Association's](#) 40 Under 40, which recognizes the best of the best in the association meetings industry! Winners were nominated by industry peers and only 40 were selected for the honor. You can read about [Tory's accomplishments here!](#)
- Howard Prager gave a presentation on leadership development at the Association for Talent Development's national conference, May 2017.
- Classified Ad Coordinator David Connolly attended the YourMembership conference; YourMembership provides the platform that ALA JobLIST is hosted on.
- ED Davis attended *DigitalNow*, a conference about technology for association executives.
- *ACRL has been awarded a public fellow from the American Council of Learned Societies and will be interviewing applicants this spring. The two-year position begins September 1, 2017.*
- *Chase Ollis was promoted to Program Officer in March 2017, and will now manage ACRL Licensed Workshops and support a number of professional development offerings, reporting to Conference Supervisor Tory Ondrila. Chase's new portfolio will include continuing responsibility for the ACRL awards program.*
- *ACRL hired Howard Prager as Organizational Development Specialist with the start date of February 13, 2017. Howard will work with ACRL Senior Strategist for Special Initiatives Kara Malenfant on ACRL consulting services, and will serve as the staff liaison to the ACRL Diversity Alliance and the New Roles/Changing Landscapes goal area committee.*
- *Sharon Mader completed her term as Visiting Program Officer for Information Literacy in February. Sharon will serve as ex-officio to the Framework for Information Literacy Advisory Board to continue her work on the Framework toolkit.*
- *ACRL hosted an Alternative Spring Break student, who is pursuing a Masters in Health Informatics from the University of Michigan School of Information Studies, from February 27 to March 3, 2017. The student worked on committee and membership data analysis.*

- *At the ALA Staff Achievement Awards on April 7, two staff members were recognized: Associate Director Mary Jane Petrowski for 15 years of service and Editor-in-Chief of College and Research Libraries News/Marketing and Communications Specialist David Free for 10 years of service.*
- *The search process is underway for an Organizational Development Specialist.*
- *A new program coordinator position is being requested in the FY18 budget to help manage the additional workload of expanding licensed workshops and virtual meetings.*

ACRL Staff & ALA

- *ACRL Executive Director Mary Ellen Davis served on the search committee for the ALA Associate Executive Director for Publishing, which successfully concluded with the hiring of ALA Marketing Manager Mary Mackay.*
- *ACRL Associate Director Mary Jane Petrowski is serving on the ALA Development Office Audit Task Force.*
- *ACRL Executive Director Mary Ellen Davis, Marketing and Communications Specialist David Free, and Senior Production Editor Dawn Mueller are serving as liaisons between ALA ITTS and ACRL on the responsive website redesign for ALA and Division websites. The responsive redesign was implemented in April 2017. ALA is still considering a number of issues as it finalizes its website design, e.g., will there be drop down menus on the new site, making decisions around ACRL's conversion a bit less straightforward than expected.*
- *Dawn Mueller is serving on the ALA staff group, Division Web Content Managers.*
- *ACRL ED Davis and Choice Editor & Publisher Mark Cummings participated in ALA senior management budget review meetings in March.*
- *ACRL ED Davis, working with BARC liaison Maggie Farrell, presented the ACRL and CHOICE FY18 budgets to BARC. Davis also explored the topic of dissolving or borrowing from the CHOICE LTI to fund an OER initiative.*
- *ACRL ED Davis participated in the orientation session for newly elected ALA Board members.*
- *Several ACRL staff attended ALA's Public Awareness Office's Social Media Crisis Communication workshop in April.*
- *ACRL ED Davis and other division directors met with the ALA Office for Diversity Director Jody Grey to explore how we might best support each other's work.*
- *On November 10, 2016, ACRL Associate Director (Mary Jane Petrowski) attended an online webinar, "How to Write a Thank-You Letter that Makes Donors Smile and Want to Give Again."*
- *On December 14, 2016, ALA staff from all offices (Chicago, Washington DC, Middletown, Philadelphia) were invited to attend the ALA Staff Development Day to discuss the question "how will this make ALA a better place to work?"*
- *The ACRL Executive Director is serving on the search committee for the ALA AED of Publishing. (Don Chatham retired from the position in early January.)*
- *Worked with the ALA Office of Diversity to articulate how ACRL was helping with the recommendations of the ALA Equity, Diversity, and Inclusion Task Force.*
- *ACRL held a holiday open house for the ALA staff.*
- *Allison Payne is serving as treasurer of the ALA Staff Association.*

- *David Free serves on ALA's staff Web Management team.*

Fundraising

- *As of June 12, 2017, ACRL has received \$30,453 in FY17 donations.*
- *As of April 6, 2017, ACRL has received \$26,311 in FY17 donations, including \$20,440 for the ACRL Conference Scholarship Fund. Eighty-three of the 710 ACRL 2017 Conference scholarships (over \$61,500 in value) came from the ACRL Scholarship Campaign.*
- *ACRL hosted a donor appreciation reception in Baltimore on March 24, 2017. More than 100 Friends of ACRL attended the event. A. J. Muhammed, a 2017 Conference scholarship recipient addressed the group.*
- *As of December 31, 2016, ACRL had received \$17,260 in FY17 donations, including \$14,545 for the ACRL Conference Scholarship Fund. As of December 31, 2016, donors had given ACRL \$56,336.91 in conference scholarship funding which exceeded our fundraising goal by 12.6%.*
- *ACRL member John Lehner joined the ALA Legacy Society in October 2016. We are very grateful for his planned gift to ACRL.*

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Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: October 1–December 31, 2016

Enabling programs and services key performance indicators (KPI)

ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY17 and the progress toward each to date is reported below.

Member Engagement

Goal: ACRL will increase its membership by 2.2% over FY16 and that 50.2% (which is the average new member retention rate in the last ACRL conference year) of new members who joined ACRL between May 2015 – April 2016 will renew membership in FY17.

KPIs	Data					
Benchmark analysis of ACRL total membership number	ACRL has increased membership 1.64% since August 2016 when membership was 10,592.					
		May FY17	May FY16	May FY15	May FY14	May FY13
	Total membership	10,766	10,837	11,463	11,430	12,146
	Change year over year	-0.66%	-5.46%	0.28%	-5.89%	0.45%
Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate:					
	Year	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
	FY17	47.1%	50.7%	50.9%		49.6%
	FY16	41.1%	53.2%	49.9%		48.7%
	FY15	47.8%	52.3%	52.6%		50.9%
	FY14	50.9%	52.9%	50.8%		51.5%
	FY13	50.1%	56.1%	54.6%		53.7%
	FY12	56.8%	57.9%	54.0%		56.0%
	FY11	62.5%	60.1%	54.0%		57.7%
	FY10	62.5%	53.6%	58.2%		59.0%
	FY09	59.0%	61.9%	58.8%		59.9%
	FY08	60.0%	64.0%	58.8%		61.0%
Note: FY05 and FY06 are pre-recession control group with retention rates of 62% and 66%, respectively. No reminders were sent. Non-conference years are shaded for comparison.						
**An analysis of 470 first-year members who did not renew as of May 31, 2017, shows that 52% (243) were regular members, 34% (158) were students, 8% (36) were non-salaried, 4% (18) support						

KPIs	Data																																																																					
	staff, and 2% (10) were international. 80% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 55% of those were regular members); 15% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 42% of those were student members); 6% dropped all division and roundtable membership but retained their ALA membership (and 52% of those were student members).																																																																					
Benchmark by continuous years of membership	<p>ACRL personal membership (10,157) distribution for FY17 to date is shown below. The average ACRL membership tenure is 4.20 years (and the median length of ACRL membership is 4 years).</p> <table><tr><th>FY17 Q3</th><th>%</th><th>Number</th><th>FY16 Q3</th><th>%</th><th>Number</th></tr><tr><td><1 year</td><td>14</td><td>1,184</td><td><1 year</td><td>10</td><td>1,041</td></tr><tr><td>1-5 yrs</td><td>44</td><td>4,462</td><td>1-5 yrs</td><td>48</td><td>4,970</td></tr><tr><td>6-10 yrs</td><td>15</td><td>1,532</td><td>6-10 yrs</td><td>15</td><td>1,559</td></tr><tr><td>11-15 yrs</td><td>9</td><td>885</td><td>11-15 yrs</td><td>9</td><td>896</td></tr><tr><td>16-20 yrs</td><td>6</td><td>622</td><td>16-20 yrs</td><td>6</td><td>659</td></tr><tr><td>21+ yrs</td><td>13</td><td>1,281</td><td>21+ yrs</td><td>12</td><td>1,282</td></tr><tr><td>Total</td><td>100</td><td>10,157</td><td></td><td>100</td><td>10,407*</td></tr></table> <p>*These numbers include only personal members. Reports were run on June 12, 2017, and June 2, 2016 and reflect total personal members as of those dates.</p> <p>ACRL Membership Distribution by Years of Membership: May 2009 vs. May 2017</p> <table><caption>ACRL Membership Distribution: May 2009* vs. May 2017</caption><tr><th>Years of Membership</th><th>2009 (%)</th><th>2016 (%)</th></tr><tr><td><1</td><td>11.0</td><td>14</td></tr><tr><td>1 - 5</td><td>28</td><td>44</td></tr><tr><td>6 - 10</td><td>24</td><td>15</td></tr><tr><td>11 - 15</td><td>11</td><td>9</td></tr><tr><td>16 - 20</td><td>10</td><td>6</td></tr><tr><td>21+</td><td>16</td><td>13</td></tr></table> <p>Y axis: % of total membership X axis: # of years of ACRL membership</p> <p><i>*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for work place experience. While 57% of our members have been with us 5 years or less, only 23% are new (or relatively new) to the profession according to the 2015 membership survey.</i></p>	FY17 Q3	%	Number	FY16 Q3	%	Number	<1 year	14	1,184	<1 year	10	1,041	1-5 yrs	44	4,462	1-5 yrs	48	4,970	6-10 yrs	15	1,532	6-10 yrs	15	1,559	11-15 yrs	9	885	11-15 yrs	9	896	16-20 yrs	6	622	16-20 yrs	6	659	21+ yrs	13	1,281	21+ yrs	12	1,282	Total	100	10,157		100	10,407*	Years of Membership	2009 (%)	2016 (%)	<1	11.0	14	1 - 5	28	44	6 - 10	24	15	11 - 15	11	9	16 - 20	10	6	21+	16	13
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KPIs	Data												
Assess the impact of the renewal reminder program on ACRL membership renewal rates.	<p>Renewals for FY15 and FY17 year-to-date are illustrated below. More than 58% of members renewed on or before their membership anniversary, but the number of late renewals has increased 5.7% compared with FY15.</p> <div><p>ACRL Membership Renewal Rates: Q3 FY15 vs FY17</p><table><thead><tr><th>Category</th><th>FY15</th><th>FY17</th></tr></thead><tbody><tr><td>On-Time Renewals</td><td>40.7%</td><td>36.6%</td></tr><tr><td>Early renewals</td><td>23.2%</td><td>21.6%</td></tr><tr><td>Late renewals (1-6 months)</td><td>36.1%</td><td>41.8%</td></tr></tbody></table></div>	Category	FY15	FY17	On-Time Renewals	40.7%	36.6%	Early renewals	23.2%	21.6%	Late renewals (1-6 months)	36.1%	41.8%
Category	FY15	FY17											
On-Time Renewals	40.7%	36.6%											
Early renewals	23.2%	21.6%											
Late renewals (1-6 months)	36.1%	41.8%											

Education

Goal: **85%** or more of respondents rate the quality of ACRL professional development offerings as excellent or above average. **70%** or more of respondents indicate at least a 20% higher confidence level in their knowledge of the topic.

KPIs	Data					
Quality assessment and learning outcomes		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY17 Overall
	Average overall quality assessment	81%	92%	97%		
	* Event specific details can be found in Document 1.4 the Executive Director’s Plan For Excellence Activities Report.					
Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY17 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	89%	92%	89%		
Note: Event specific details can be found in Document 1.4 the Executive Director’s Plan For Excellence Activities Report.						
Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					

KPIs	Data					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY17 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	46%	51%	47%		
	<ul style="list-style-type: none"> This includes every evaluation returned, even in a course had only 1 response. 					

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Confirmation of virtual votes: Midwinter 2017 – Annual Conference 2017

Submitted by: Allison Payne, ACRL Program Officer

Date submitted: June 14, 2017

Background

The Board virtually reviewed and voted on the following action items. Comments were collected via the online forum, typically for a one-week period. Following the discussion period, Board members voted virtually via an online poll, typically for a one-week voting period.

The following virtual votes were completed between Midwinter 2017 to Annual Conference 2017:

- [Establishment of the Digital Scholarship Section](#)
- [ACRL IFLA recommendation for the Academic and Research Libraries Section](#)
- [Statement on Dissemination of Federal Research](#)
- [Extension of Screening and Appointment of Academic Librarians Using a Search Committee Task Force](#)
- [RBMS Guidelines: Competencies for Special Collections Professionals](#)
- [2017 Midwinter Meeting Proceedings](#)
- [Guidelines for Media Resources for Academic Libraries in Higher Education Task Force](#)
- [March for Science and Earth Day Network Partnership](#)
- [Academic Library Services for Graduate Students Interest Group](#)
- [2017 ACRL Legislative Agenda](#)
- [2017 Spring Board Proceedings](#)

Additionally, the Board took virtual action at its April 28, 2017 Virtual Spring Board Meeting, and approved the following actions ([Spring Board Proceedings](#)):

- Choice OER Funding
- Revised Licensed Workshop Presenter Coordinator Procedures

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

- Renaming the Information Commons Discussion Group to the Learning Commons Discussion Group
- Roles and Strengths of Teaching Librarians
- Transition of the Asian, African, and Middle Eastern Section into a Division-level Interest Group

Action Recommended

That the ACRL Board of Directors confirm its virtual vote of actions taken between Midwinter 2017 to Annual Conference 2017 and at its 2017 Virtual Spring Board Meeting.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other:

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

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Board of Directors Action Form

Request to Establish an ACRL Division-level Discussion Group

A completed [petition](#) should be submitted with this action form. The purpose of the petition is to establish a Division-level Discussion Group in the Association of College and Research Libraries. According to ACRL policy twenty-five (25) signatures are needed for the establishment of a Discussion Group. All signatures must be those of personal members of ACRL.

To: ACRL Board of Directors

Subject: Request to establish the Hip Hop Librarian Consortium Division-level Discussion Group

Submitted by: Kai Alexis Smith, Subject Librarian, Cal Poly Pomona

Date submitted: 5/26/17

Background

The Hip Hop Librarian Consortium came together in Fall 2016 to assemble information on hip hop information literacy and inform librarians of the value of teaching with hip hop and how it lines up with the ACRL Framework for Information Literacy in Higher Education.

Proposed Name, Statement & Leadership

- **Proposed name: Hip Hop Librarian Consortium Discussion Group**
- **Proposed statement of purpose:**
 A discussion forum for academic librarians to discuss hip hop information literacy and how it aligns with the ACRL Framework for Information Literacy in Higher Education.
- **Proposed leadership:**
 Craig Arthur

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Stakeholders

N/A

Action Recommended

That the ACRL Board of Directors approves the Hip Hop Librarian Consortium division-level discussion group with the included statement of purpose.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact**Motion**

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Establish a Discussion Group - Petition deadline is: 12/31/2017

Association of College and Research Libraries

The following signatures have been recieved for the petition of **Establish a Discussion Group for Hip Hop Librarians Consortium** created by **Ms. Kai A. Smith**:

	Signers name	E-Signature	Date signed
	Kenny Garcia	Kenny Garcia	04/27/2017
	Katelyn Angell	Kate Angell	04/27/2017
	Eamon Tewell	Eamon Tewell	04/27/2017
	Joan Jocson-Singh	Joan Jocson-Singh	04/27/2017
	KYmberly Keeton	kYmberly Keeton	04/27/2017
	Tatiana Bryant	Tatiana Bryant	04/27/2017
	April Cunningham	April Cunningham	04/27/2017
	Lisa Hubbell	Lisa Hubbell	04/27/2017
	Eboni Johnson	Eboni A. Johnson	04/27/2017
	Megan Watson	Megan Watson	04/27/2017
	Alyssa Berger	Alyssa Christine Berger	04/27/2017
	Sofia Leung	Sofia Leung	04/28/2017
	Craig Arthur	Craig "The Nicest Librarian on Two Turntables" Arthur	04/28/2017
	Trezlen Drake	Trezlen D. Drake	04/28/2017
	Brian Flota	Brian Flota	04/28/2017
	Arianne Hartsell-Gundy	Arianne Hartsell-Gundy	04/28/2017
	Sam Lohmann	Sam Lohmann	04/28/2017
	Nicole Gustavsen	Nicole R. Gustavsen	04/28/2017
	Shaundra Walker	Shaundra Walker	04/28/2017
	Crystal Van Dee	Crystal R. Van Dee	04/28/2017
	Eugenia Beh	Eugenia Beh	04/28/2017
	Raquel Flores-Clemons	Raquel Flores-Clemons	04/28/2017
	Madelyn Washington	Madelyn Shackelford Washington	04/28/2017
	Nancy Kirkpatrick	Nancy Kirkpatrick	04/28/2017
	Raymond Maxwell	Raymond D, Maxwell	04/28/2017
	Yasmeen Shorish	Yasmeen Shorish	04/28/2017
	Camille Thomas	Camille Thomas	04/28/2017
	Anais Alvarez	Anais Alvarez	04/28/2017
	Mahasin Aleem	Mahasin Aleem	04/28/2017
	Derek Mosley	Derek Mosley	04/28/2017
	Shawn Calhoun	Shawn P. Calhoun	04/29/2017
	Heather Martin	Heather Martin	04/29/2017

This petition has recieved 32 of the 25 required signatures.

ACRL AC17 Doc 2.1a

The direct link to the petition for members is:

<http://www.ala.org/template.cfm?template=/CFApps/epetition/index.cfm&pid=A90B6548789D6F5E>

[View petition](#)

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If you have any questions about these pages, contact [ITTS Staff](#).

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Board of Directors Action Form

Request to Establish an ACRL Interest Group

To: ACRL Board of Directors

Subject: Request to establish the History Librarians Interest Group

Submitted by: Alain St. Pierre and Steven Knowlton

Date submitted: 5/15/2017

Background

We initially inquired about adding a meeting for history librarians to the ACRL schedule. We were told that an official interest group must be created in order for us to do that. Therefore, we have organized this request.

The History Librarians Interest Group would offer an opportunity for professional communication among subject librarians in academic or research libraries, who are working with collections and researchers in the discipline of history. Topics of interest include but are not limited to: effective instruction and consultation techniques for patrons using history collections and archival materials; collaborative collection development within and across institutions; relations with vendors; understanding the marketplace for historical materials, including rare books and manuscripts; and staying abreast of current trends in historiography and historical research methods. HLIG will be distinguished from the RUSA History Section by its focus on academic and research libraries and its emphasis on scholarly approaches to history.

Proposed Name, Charge & Tasks

- **Proposed name:** History Librarians Interest Group
- **Proposed charge:**
To discuss issues common to subject librarians in academic or research libraries, who are working with collections and researchers in the discipline of history.
- **Specific tasks (optional):**
To convene discussions at meetings of ALA and ACRL as needed and appropriate

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Stakeholders

We have discussed this interest group with officers of the RUSA History Section. They are concerned that its creation may siphon ACRL members from RUSA. We assured them that we do not intend to duplicate any of their functions, but operate simply as conveners of discussions at meetings. We will not convene committees nor present awards.

Action Recommended

That the ACRL Board of Directors approves the History Librarians Interest Group division-level interest group with the included statement of purpose.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

Establish an Interest Group - Petition deadline is: 12/31/2017

Association of College and Research Libraries

The following signatures have been recieved for the petition of **Establish an Interest Group for History Librarians Interest Group** created by **Steven A. Knowlton**:

	Signers name	E-Signature	Date signed
	Steven Knowlton	Steven Knowlton	01/04/2017
	Sue Tyson	Sue Tyson	01/04/2017
	Stephanie Rollins	Stephanie Rollins	01/05/2017
	Theresa Embrey	Theresa A. R. Embrey	01/05/2017
	John Russell	John E. Russell	01/05/2017
	John Meier	John J Meier	01/05/2017
	Jordan Sly	Jordan Scott Sly	01/18/2017
	Kathleen Johnson	Kathleen Johnson	01/18/2017
	Teresa Slobuski	Teresa Ann Slobuski	01/20/2017
	Alain St. Pierre	Alain St. Pierre	01/23/2017
	Rebecca Lloyd	Rebecca Lloyd	01/23/2017
	Rachel Brekhus	Rachel Brekhus	01/23/2017
	J. Wendel Cox	J. Wendel Cox	01/23/2017
	Sam Dunlap	Sam Dunlap	01/23/2017
	Jesus Alonso-Regalado	Jesus Alonso-Regalado	01/23/2017
	Mary Feeney	Mary Feeney	01/23/2017
	Joshua Lupkin	Joshua Lupkin	01/23/2017
	Julie Tanaka	Julie Tanaka	01/23/2017
	Carol Rudisell	Carol A. Rudisell	01/23/2017
	Richard Kearney	Richard Kearney	01/23/2017
	Chris Filstrup	Chris Filstrup	01/23/2017
	Daniel Becker	Daniel Becker	01/23/2017
	Erin Cassidy	Erin Elizabeth Cassidy	01/23/2017
	William Monroe	William S. Monroe	01/23/2017
	Michelle Guittar	Michelle Guittar	01/23/2017
	Carla Arbagey	Carla Arbagey	01/23/2017
	Rebecca Imamoto	Rebecca Imamoto	01/23/2017
	Erica Bruchko	Erica Bruchko	01/23/2017
	Rachel Bohlmann	Rachel Bohlmann	01/23/2017
	Naomi Lederer	Naomi Lederer	01/23/2017
	Melissa Gonzalez	Melissa F. Gonzalez	01/23/2017
	Nickoal Eichmann	Nickoal L. Eichmann	01/23/2017
	Laurie Scrivener	Laurie Scrivener	01/23/2017
	David Woken	David Robert Woken	01/23/2017
	Amauri Serrano	Amauri Serrano	01/23/2017
	Lindsay Johnston	Lindsay Johnston	01/23/2017
	Denis Lacroix	Denis Lacroix	01/23/2017

ACRL AC17 Doc 2.2a

	Robert Cagna	Robert Cagna	01/23/2017
	Thea Lindquist	Thea Lindquist	01/23/2017
	Tom Glynn	Thomas Glynn	01/23/2017
	Maura Seale	Maura Seale	01/23/2017
	Raymond Pun	ray pun	01/23/2017
	Kathy Shields	Kathy Shields	01/24/2017
	Margaret Browndorf	Margaret A Browndorf	01/24/2017
	Agnes Widder	Agnes Haigh Widder	01/24/2017
	Cynthia Robin Levine	Cynthia Robin Levine	01/24/2017
	Meredith Levin	Meredith Levin	01/24/2017
	Lisa DeLuca	Lisa DeLuca	01/24/2017
	Brendan Fay	Brendan Lambert Fay	01/24/2017
	Alicia Vaandering	Alicia Vaandering	01/24/2017
	Anna Shparberg	Anna Shparberg	01/24/2017
	Joshua Hutchinson	Joshua Hutchinson	01/24/2017
	Deborah Raftus	Deborah L. Raftus	01/24/2017
	Ann Marshall	Ann Marshall	01/25/2017
	Chelcie Rowell	Chelcie Juliet Rowell	01/25/2017
	Lindsay Hansen	Lindsay Joan Hansen	01/25/2017
	Margaret Burri	Margaret N Burri	01/26/2017
	Ian Beilin	Ian Beilin	01/31/2017
	Robert McFadden	Robert J McFadden	02/03/2017
	Jane Gastineau	Jane E. Gastineau	02/04/2017
	Eric Novotny	Eric novotny	02/05/2017
	Celestina Savonius-Wroth	Celestina Savonius-Wroth	02/05/2017
	Eric Grundset	Eric G. Grundset	02/06/2017
	Christopher Walker	Christopher H. Walker	02/06/2017
	Kenneth Middleton	Ken Middleton	02/06/2017
	Richard Mikulski	Richard M. Mikulski	02/07/2017
	Leila Rod	Leila Rod-Welch	03/15/2017
	KYmberly Keeton	kYmberly Keeton	03/15/2017
	Christopher Sharpe	Christopher Sharpe	03/16/2017
	Jennifer L. Whelan	Jennifer Whelan	03/16/2017
	Amanda Izenstark	Amanda K Izenstark	03/16/2017
	Aliqae Geraci	Aliqae Geraci	03/16/2017
	Jennifer Gelman	Jennifer L. Gelman	03/16/2017
	Nathan Filbert	Nathan W Filbert	03/16/2017
	Nancy Garmer	Nancy E. Garmer	03/16/2017

This petition has recieved 75 of the 75 required signatures.

The direct link to the petition for members is:

<http://www.ala.org/template.cfm?template=/CFApps/epetition/index.cfm&pid=9CEC74623CDCFE53>

[View petition](#)

[Go back](#)

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Standards for Libraries in Higher Education Review Task Extension

Submitted by: Andrea Falcone, Head of Education & Outreach Services, Auraria Library, University of Colorado Denver and Chair of the ACRL Standards for Libraries in Higher Education Review Task Force (andrea.falcone@ucdenver.edu)

Date submitted: June 2, 2017

Background

The ACRL *Standards for Libraries in Higher Education* were developed by a task force of academic librarians and used by academic libraries to advocate, advise, and support the libraries' roles as leaders in continuous improvement and assessment in their institutions. Every five years a new task force reviews the standards. As reported for the Fall Executive Board Meeting, the 2016 Task Force (TF) began its work by reviewing the literature on future trends in libraries and higher education and by gathering feedback from target stakeholders. Then the TF examined each Principle and corresponding Performance Indicators to determine their alignment with our findings. The TF hosted an Open Forum at Midwinter to highlight revisions and encourage feedback. Since then the TF finalized a draft and hosted a virtual Open Forum in May specifically seeking feedback on changes to the Principles and Performance Indicators. At that time, TF also solicited ideas regarding the appendices—influential tools for implementing the Standards. We are in the process of considering the feedback.

Next Steps & Timeline

- Finalize draft appendices/front and back matter according to feedback. (June 2017)
- Post a revised draft of the complete document online for feedback. (June 2017)
- Host Open Forum at ALA (Sunday, June 25, 2017-3:00pm-4:00 p.m.) about revised document emphasizing the appendices and what we learned about accreditation in relation to the Standards. (June 2017)
- Review feedback and make revisions, if appropriate. (July 2017)
- Submit a final revision to the ACRL Standards Committee for next steps. (September 2017)
- Extend task force appointments through Midwinter 2018.
- Submit final document to ACRL Board. (Midwinter 2018)

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Task Force Extension

We were originally scheduled to have a final version of the Standards submitted to the ACRL Standards Committee by ALA Annual 2017. However, we are requesting an extension for the following reasons:

- (1) Feedback on the revised Principles and Performance Indicators was needed before we could fully consider revising the Appendices. In order to be useful, the latter must closely relate to the Principles and Performance Indicators.
- (2) We are scheduled to host an Open Forum at ALA Annual, and further feedback about the revised Appendices would be valuable.

Overall, our TF has progressed with efficiency, and we plan to continue in this manner. We also want to be thoughtful when working with such a broad constituency and would like to provide one more opportunity for feedback. With your support, we would like to set a new deadline for this TF to be extended and to have the final document to the Standards Committee by Midwinter 2018.

Stakeholders

The Standards Committee is informed of the progress thus far.

Action Recommended

That the ACRL Board of Directors approves the extension of the Standards for Libraries in Higher Education Review Task Force, terms of its members, and Standards document deadline to Midwinter 2018.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Extend Status of Academic Librarians Standards and Guidelines Review Task Force term

Submitted by: Allyson Mower, Chair, ACRL Status of Academic Librarians Standards and Guidelines Review Task Force

Date submitted: June 15, 2017

Background

In Winter 2016, the ACRL Board of Directors was notified by the ACRL Standards Committee that a number of standards, guidelines, and statements developed by the now defunct ACRL Committee on the Status of Academic Librarians were due for review. The ACRL Status of Academic Librarians Standards and Guidelines Review Task Force was established in May 2016 to (1) review the standards and guidelines, (2) recommend needed changes, (3) produce a draft document incorporating these changes, (4) seek comments and input from stakeholder communities and the general ACRL membership, and (5) incorporate, as appropriate, those recommendations into the final draft. The Task Force appointments were finalized in September 2016.

Due to the tight turnaround of reviewing the six documents in the charge, the work of the Task Force will not be completed by its scheduled dissolution at the end of June 2017. The Task Force is currently gathering feedback on draft documents with the goal of sending them to the Standards Committee for review in fall 2017.

Stakeholders

As stated in the above background, the Task Force recommends this extension in order to complete their work.

Action Recommended

That the ACRL Board of Directors extends the term of the ACRL Status of Academic Librarians Standards and Guidelines Review Task Force through June 30, 2018.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Community College Engagement Task Force Extension

Submitted by: Julia C. Mielish, Chair, Community College Engagement Task Force
(julia.mielish@gmail.com)

Date submitted: June 14, 2017

Background

The Community College Engagement Task Force had a change of leadership in early December 2016 and has worked steadily since that time to address its charge. The Task Force reviewed the prior research ACRL had commissioned in the Fall of 2016 and submitted a report to the Board for the 2017 ALA Midwinter Meeting requesting additional funds to undertake a survey of community college librarians, both members and non-members. The Board approved additional funding for the survey. The Task Force worked closely with McKinley marketing to develop and review the survey questionnaire which was conducted in April 2017. The Task Force also reviewed and approved the facilitator's guide for use with a focus group of ACRL members who are also community college librarians. The focus group final report has been shared with and discussed by the Task Force. The Task Force has also reviewed and approved the interview questions that McKinley will use to conduct follow-up interviews with community college librarians (both member and non-members) during June and July, with a final report to the Task Force due on or before August 4, 2017.

Next Steps & Timeline

- Provide an update on the work of the Task Force at the ACRL Leadership Council/Membership Meeting on June 23, 2017.
- Extend task force appointments through Midwinter 2018.
- Review McKinley's final report (including survey results and interview findings) with the project team. (August 2017)
- Prepare a report for discussion by the ACRL Board. This report will be prepared by September 1, 2017.
- Revise report as needed based on ACRL Board feedback. (Fall 2017)
- Submit final document to ACRL Board. (Midwinter 2018)

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Task Force Extension

The Task Force was originally scheduled to have final recommendations to the ACRL Board by ALA Annual 2017. However, we are requesting an extension for the following reason:

- (1) The Task Force undertook additional research that will not be completed until August 4, 2017.

Overall, the Task Force has progressed with efficiency, and we plan to continue in this manner. We also want to be thoughtful when working with such a wealth of research and would like additional time to prepare a thoughtful report. With your support, we would like to set a new deadline for this TF to be extended and to have the final report to the ACRL Board by Midwinter 2018.

Stakeholders

Many Task Force members are willing to serve an additional six months to complete their work.

Action Recommended

That the ACRL Board of Directors approves the extension of the Community College Engagement Task Force, terms of its members, and final report deadline to Midwinter 2018.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐

Above recommendation moved

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Board of Directors Action Form

Request to Establish an ACRL SAA Joint Task Force

To: ACRL Board of Directors

Subject: Request to establish the SAA-ACRL/RBMS Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries

Submitted by: Elizabeth Call, RBMS Secretary, Elizabeth.call@columbia.edu

Date submitted: 6/16/2017

Background

The original American Library Association (ALA)/SAA Joint Statement on Access to Original Research Materials in Libraries, Archives, and Manuscript Repositories was developed jointly in 1978 by the Rare Books and Manuscripts Section (RBMS) of the Association of College and Research Libraries (ACRL) and the SAA Committee on Reference and Access Policies. In response to an ACRL request for periodic review, RBMS established a Committee on Access Guidelines in 1993. This committee prepared an initial revision and then referred the document to the ALA/SAA Joint Committee in 1994. A final compilation was prepared by a working group appointed by the Joint Committee. In 2006, an RBMS committee was created to prepare an initial revision mandated by ALA standards policies. When that draft was brought to SAA's attention, SAA President Mark Greene, in October 2007, charged a new joint task force with preparing a statement for Council's consideration that addressed as comprehensively as possible the issues and policies related to researcher access to archives and manuscripts collections. According to the task force report, minor revisions were made to the 2006 RBMS draft, which was publicized widely within SAA. The Council considered a draft presented to its February 2009 meeting, asked for revisions, and adopted the current statement¹ at its June 2009 meeting.

The SAA Committee on Public Policy made the recommendation to convene a task force to update the existing language and suggested that the statement be revised in two areas:

1. Born-Digital Materials: The last revision of the Joint Statement (2009) was approved prior to the growth of the use of digital forensics software in cultural heritage institutions (see, for example, Digital Forensics and Born-Digital Content in Cultural Heritage Collections by Kirschenbaum, Ovenden, and Redwine, 2010²) and the development of the revised OAIS reference model

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(2012). Software used by creators often collects additional information about the document without the creator being aware of its collection. This information can be retrieved by the use of digital forensics software. The Committee suggests that input on the Joint Statement be collected from individuals who are familiar with the capture of born-digital documents to ensure that the general tenets of the Joint Statement are revised to adapt to an increasingly digital world.

2. Existence of Research Materials: Point 2, regarding Intellectual Accessibility, states that a repository “should inform researchers...of the collections in its custody...The existence of original research materials should be reported, even if they are not fully accessible.” However, Point 1 on Responsibility states that a repository “should not...conceal the existence of any body of materials...unless required to do so by law, institutional access policy, or donor or purchase stipulation.” This last qualifying phrase established a seemingly contradictory standard wherein legal, institutional, or donor restrictions could eclipse a researcher’s right to basic knowledge about the existence of materials as stipulated in Point 2. COPP suggests that the Joint Statement be revised to clarify this issue.

Proposed Name, Charge, and Tasks

- **Proposed name:**

SAA-ACRL/RBMS Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries

- **Proposed charge:**

To update and revise the existing Statement on Access to Research Materials in Archives and Special Collections Libraries.

Proposed Membership

ACRL/ RBMS task force members to be appointed by the RBMS Executive Committee.

Timeline for completion of work

- **Date interim report is due:** 2019 ALA Midwinter Meeting
- **Date final report is due:** 2019 ALA Annual Conference

Stakeholders

SAA Committee on Public Policy reached out to RBMS Executive Committee, which then reached out to the ACRL Board.

Action Recommended

That the ACRL Board of Directors approves the formation of the SAA-ACRL/RBMS Task Force to revise the Statement on Access to Research Materials in Archives and Special Collections Libraries with the included statement of purpose and authorizes the RBMS Executive Committee to appoint the ACRL/RBMS members to the task force.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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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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Advancing the Plan for Excellence Goal Area Committee Annual Report & Work Plan

Goal Area: Research and Scholarly Environment

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

Committee Name: Research and Scholarly Environment Committee

Charge/Tasks: To oversee and coordinate ACRL's Research and Scholarly Environment Initiative as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, and advocacy and in developing the ACRL research and scholarly communications website; and monitor and assess the effectiveness of the ACRL Research and Scholarly Environment Initiative.

Committee leadership

- 2016-17 Chair: Amy Buckland
- 2016-17 Vice Chair: Patricia M. Hswe
- 2015-16 Chair: Shan Sutton
- Board Liaison: Beth McNeil
- Staff Liaison: Kara Malenfant
- Report submitted by: Shan Sutton
- Work plan submitted by: Amy Buckland

2015–16 Year-end Committee Report

This report will be included in the Committee's official record of activities maintained by the

General overview of progress by ACRL toward goal. *(This overview should focus on the committee's work and may include significant work by other ACRL units if it is readily known by the committee.) Where available data will support or explicate the narrative, please include such data, or a link to where data is available.*

With ReSEC in a lead role, significant progress has been made by ACRL toward the goal “Librarians accelerate the transition to more open and equitable systems of scholarship.” Perhaps the most powerful example is found in ReSEC's development of the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians, which was approved by the ACRL Board on June 25, 2016. This is an important step as some members of the academic library community have advocated for such a statement from ACRL as an indicator of the profession's values and norms regarding open access. More broadly, the policy statement could serve as a model for other professional organizations and scholarly societies to emulate in advocating for open access among their own members.

ReSEC has also advised ACRL leadership on supporting open initiatives at federal and state levels of government. One example involved writing a letter in support of Vice President Biden's Cancer Moonshot program that advocates for immediate open access to articles and data resulting from research funded by the National Cancer Institute. Another example was a recommendation from ReSEC leadership that ACRL become a signatory along with ARL, SPARC, Electronic Frontier Foundation, Creative Commons, and other groups to a letter opposing the bill AB 2880 in the California legislature that would enable the copyrighting of materials generated by the state government.

ReSEC has expanded its efforts to educate ACRL members on issues inherently related to more open systems of scholarship. This includes overseeing the development of a data management roadshow, and collaborating with the Student Learning and Information Literacy Committee (SLILC) in the creation of a professional development program around the intersections of information literacy and scholarly communication. These new initiatives are in addition to the ongoing management of the Scholarly Communication Roadshow, the online scholarly communication toolkit, and the scholarly communication column in *C&RL News*. Taken together, these efforts educate and empower librarians to take steps individually and collectively toward more open and equitable systems of scholarship.

Brief environmental scan for this goal area (current conditions in the larger higher education community)

The open access movement continues to gain momentum, especially with regard to research funding agencies. All major federal funding agencies now have open access policies, and the aforementioned Cancer Moonshot program has the potential to shift open access for federally-funded research articles from a twelve-month embargo to immediate open access without embargo. Hopefully there will be a resulting recognition among other agencies and stakeholders

that if immediate open access is merited for cancer research, it is also appropriate for other health related research, and indeed, all scholarship.

Not surprisingly, these kinds of efforts are generally opposed by major commercial publishers. There is also ongoing activity among such publishers to extend their control of additional elements of the scholarly communication system. The Elsevier acquisition of the Social Sciences Research Network (SSRN) and Elsevier's partnership with the University of Florida Library to position its institutional repository as a discovery layer for pay walled articles are two examples of expanding publisher influence on tools that have been traditionally focused on open access to scholarly content. The full ramifications of such actions remains to be seen, but they warrant close monitoring by ReSEC and ACRL, especially in terms of academic libraries assuming greater control of scholarly communication systems to protect the interests of their users.

Institutional open access policies continue to be adopted at a variety of colleges and universities, with the libraries being charged with responsibility for making faculty article manuscripts openly accessible through their institutional repositories. In 2016 such policies were adopted by the University of Arizona, Florida State University, and the University of Massachusetts-Amherst, among others. As institutional open access policies proliferate into the future, it will be interesting to see if they reach a critical mass in terms of impact on author publishing habits as well as how researchers locate and use scholarly articles.

Opportunities and challenges of critical importance for this goal area: Are there any changes warranted in the multi-year plan?

The scholarly communication field is constantly changing, which makes it very difficult to plan more than a year or two in advance. As indicated in the environmental scan above, the shift to open is accelerating, as is opposition by parties who are threatened by its success. Within this environment, ACRL can continue to be an important force for positive change by pushing for more openness in scholarly communication. One potential opportunity for ReSEC and ACRL is to study and articulate how authors and society alike benefit from the shift to open, and how academic libraries can serve as catalysts in this process.

Objectives (Plan for Excellence, Approved Midwinter 2015)

For each objective please address your committee's activities, briefly:

Objective 1: Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.

Dashboard analysis (select one that best characterizes outlook for this objective):

- **Green:** Good progress is being made on this objective. Work should continue as described in the multiyear grid
- **Yellow:** Not progressing as hoped.
- **Red:** Significant obstacles. Progress halted and Board advice sought.
- **Blue:** Objective needs serious reconsideration.

- *Accomplishments.* Please provide a high level overview of the committee's major accomplishments and the relevant results of your projects. *A brief bulleted list is suggested here*
 - Approval of the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians by the ACRL Board. ReSEC members wrote the statement, edited it based on feedback from an open comment period, and worked with the Standards Committee to advance it to the Board.
 - Open access policy video. ReSEC facilitated ACRL co-sponsorship of the development of an animated video promoting institutional open access policies in conjunction with the Coalition of Open Access Policy Institutions (COAPI). The video can be viewed at: <https://www.youtube.com/watch?v=UcXpF8bU714>
 - *RBM* shift to Open Access. ReSEC had a goal of engaging with the *RBM* editorial board as needed in its process of considering this shift. Although no specific discussions occurred on this topic, the *RBM* editorial board was invited to comment on the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians and it's possible the draft had a positive impact on their plans to make *RBM* fully open.
- *Challenges:* What are the challenges, for your committee, to achieving this objective? Are there planned activities from your multi-year plan that should be dropped; if so what and why?
 - No challenges detected.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why?
 - Extremely likely. Since the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians was the primary activity under this objective, new or updated activities should be developed for 2016-2017.
 - Does the committee need additional support/resources?
 - Depends on the nature of new activities for 2016-2017.
 - Does the objective need to be dropped or rewritten?
 - No

Objective 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.

- Dashboard analysis (select one that best characterizes outlook for this objective):
 - **Green:** Good progress is being made on this objective. Work should continue as described in the multiyear grid
 - Yellow: Not progressing as hoped.
 - Red: Significant obstacles. Progress halted and Board advice sought.

- Blue: Objective needs serious reconsideration.
- *Accomplishments.* Please provide a high level overview of the committee's major accomplishments and the relevant results of your projects. *A brief bulleted list is suggested here*
 - Management of the monthly scholarly communication column in *C&RL News*. Through effective oversight by two co-editors from ReSEC, the column has covered a broad range of topics and has authors scheduled nearly a year in advance.
 - Oversight of the Scholarly Communication Roadshow. A ReSEC subcommittee recruited applicants for the Roadshow Coordinator position and selected Will Cross. Another ReSEC subcommittee reviewed host site applicants for 2016, and selected the Maryland chapter of ACRL, College of William and Mary, Georgia State College and State University, University of California-Berkeley, and University of Missouri.
 - Redesign of the Scholarly Communication Toolkit. An editing team of ReSEC members has maintained the Toolkit's content and developed a proposal to hire a contract editor to restructure the site, based largely on user feedback. The restructure process should be completed by October 1, 2016.
 - Oversee development of a data management roadshow. ReSEC members served on a subcommittee to select the initial roadshow curriculum designers, and are currently recruiting applicants for additional workshop instructors. A research data management webinar will be offered in the fall, and the traveling workshop "Building your Research Data Management Toolkit: Integrating RDM into Your Liaison Work" is now being advertised, with one host site committed thus far.
 - In partnership with SLILC, oversee development of professional development opportunities (online and in-person) on the intersections of scholarly communication and information literacy. ReSEC members have served on a subcommittee with SLILC members to recruit two cohorts of curriculum designers and instructors. A webinar was held in the spring, and a well-attended pre-conference workshop was held at the ALA Annual meeting. Further professional development opportunities are currently being developed.
 - Support for OpenCon scholarships. ReSEC recommended to ACRL leadership that ACRL fund two scholarships to the OpenCon conference in 2016. A ReSEC subcommittee will recruit applicants and select the awardees, who will also be invited to join ReSEC.

- *Challenges:* What are the challenges, for your committee, to achieving this objective? Are there planned activities from your multi-year plan that should be dropped; if so what and why?
 - ReSEC was able to successfully assume oversight responsibility for the data management roadshow and the intersections professional development program in addition to management of the Scholarly Communication Roadshow, but from a long-term perspective there should be ongoing analysis of this arrangement in terms of ReSEC's bandwidth. Possible alternatives could include the Digital Curation Interest Group sharing or taking over the data management roadshow if it becomes a section.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why?
 - Extremely likely.
 - Does the committee need additional support/resources?
 - Possibly, see note on Challenges above.
 - Does the objective need to be dropped or rewritten?
 - No

Objective 3: Influence scholarly publishing policies and practices toward a more open system.

Dashboard analysis (select one that best characterizes outlook for this objective):

- **Green:** Good progress is being made on this objective. Work should continue as described in the multiyear grid
 - **Yellow:** Not progressing as hoped.
 - **Red:** Significant obstacles. Progress halted and Board advice sought.
 - **Blue:** Objective needs serious reconsideration.
- *Accomplishments.* Please provide a high level overview of the committee's major accomplishments and the relevant results of your projects. *A brief bulleted list is suggested here*
 - Plan Scholarly Communication Forum in collaboration with SPARC at Midwinter and Annual ALA conferences. Well-attended presentations on compliance with federal open access policies (Midwinter), and flipping journals to open access (Annual) were held in partnership with SPARC.
 - Host scholarly communication discussion group at Midwinter and Annual ALA conferences. Well-attended discussion groups sessions on compliance with federal open access policies (Midwinter), and flipping journals to open access (Annual) were held, with lively discussion among attendees.
 - Co-Sponsor a well-attended session with the ACRL Publications Coordinating Committee on open peer review at ALA Annual 2016.

- Advise ACRL leadership on public statements and advocacy opportunities related to scholarly communication and legislative actions. The ReSEC Chair and Vice Chair advised ACRL leadership on several issues over the past year, including a US Dept. of Education notice of proposed rulemaking which would require materials developed with grant funding to be openly licensed, the FASTR legislation in the Senate, the Open Science Framework's Guidelines to Improve Research and Publishing Practices, the federal Cancer Moonshot program and related issues on open access, and California State Legislature bill AB 2880, which proposed to give state and local government the authority to create, hold, and exert copyrights. This bill is especially noteworthy as the copyright provisions were removed after opposition was voiced by ACRL, SPARC, Electronic Frontier Foundation, ARL, Creative Commons, and other stakeholders.
- *Challenges:* What are the challenges, for your committee, to achieving this objective? Are there planned activities from your multi-year plan that should be dropped; if so what and why?
 - ACRL is frequently asked to join with ARL, SPARC, and other organizations on various scholarly communication issues, and it will be important for ACRL/ReSEC to be proactive in facilitating these partnerships.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why?
 - Very Likely.
 - Does the committee need additional support/resources?
 - No
 - Does the objective need to be dropped or rewritten?
 - Since ACRL should seek to influence the entire scholarly communication system toward greater openness and equity, consider replacing “scholarly publishing practices and policies” with “scholarly communication practices and policies” in Objective 3.

Reflecting on the year

Looking back at your committee's work last year, please briefly answer these questions

What worked well?

Every member of ReSEC participated in at least one of its subcommittees, which enabled ReSEC to fulfill all of its obligations. ReSEC is fortunate to have a very supportive Board Liaison in Beth McNeil, and an excellent Staff Liaison in Kara Malenfant. Kara was a very effective collaborator with the ReSEC Chair and Vice Chair throughout the year.

What could have worked better?

I've noticed that due to economic reasons, some ReSEC members are unable to attend Midwinter and/or Annual ALA conference. At most ReSEC meetings we have about half the members present. Given advances in videoconferencing, at some point in the future ACRL should consider if that option is a feasible alternative to face-to-face meetings for goal area committees.

What do you wish someone had told you before starting work on this committee?

I didn't experience any surprises. The experience was pretty much what I expected it to be.

What made this work most rewarding (observations/comments/accolades)?

ReSEC has a substantial and wide-ranging impact on the profession, and it was very rewarding to lead a group of highly motivated and engaged colleagues.

Any other comments, recommendations, or suggestions?

In my view the "open" movements are fundamentally linked to the collective mission of academic libraries to reduce and remove barriers to the free flow of information and knowledge creation. I believe you will see this principle increasingly linked to equity and inclusion for the global community in terms of universal access to information. ACRL should continue strengthening its position as a leader in this area, which will necessarily involve taking positions that are in opposition to some of the commercial publishers and vendors who provide ACRL with financial support but do not share this value. In this scenario I hope ACRL will continue to prioritize its open access principles and focus on bolstering its collaborations with partners who fully embrace those principles, and lessening its connections and economic dependence on those who do not.

2016–17 Committee Work Plan

Activity/Project Name and brief description:

Objective 1: Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: A sentence is suggested.

☐ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: A sentence is suggested.

Timeline:

☐ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date:

_____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid.*

Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget

Outline the steps and intermediate deadlines planned to complete the project.
(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff)
Promote the new ACRL Open Access Policy Statement. Timeline: continuous (with significantly more emphasis in 2016-2017 and 2017-2018)	Ongoing	Chair & Vice-chair, committee.	Use of ACRL's communication platforms.

Form a subcommittee to investigate opportunities to support library-vendor relationships, open and (anti-open) initiatives, and promote equitable partnerships. Possible oversight of newly proposed blog/newsletter (next item). Timeline: short term.	Form committee by Midwinter.	Chair & Vice-chair.	None expected
Evaluate the possibility of a blog/newsletter announcing how our members/institutions are committing to open initiatives (passing policies, signing on to Berlin, etc) Timeline: short term	Discuss at Midwinter, determine feasibility by Annual 2017.	Chair & Vice-chair, committee.	If feasible, a tech platform for dissemination.

Activity/Project Name and brief description:

Objective 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.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Research and Scholarly Environment**

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: A sentence is suggested.

☐ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

Description of connection to specific area: A sentence is suggested.

Timeline:

☐ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date:

_____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid.*

Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget

Outline the steps and intermediate deadlines planned to complete the project.
(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology,
New Scholarly Communication Research Agenda The current ACRL ScholComm Agenda (http://www.ala.org/acrl/issues/scholcomm/scresearch04) was drafted in 2004. With all the current changes in the publishing ecosystem, the list of research topics needs serious updating.	Discussions to be held at Midwinter, finalize by Annual 2017.	Chair & Vice-chair	None expected.
Continue managing the monthly scholarly communication column in <i>C&RL News</i> . Timeline: continuous	Ongoing throughout year.	Column Co-Editors: Patricia Hswe, Yuan Li, and Charlotte Roh	None expected.

Continue overseeing the Scholarly Communication Roadshow. Includes selecting a coordinator, presenters (if needed), and host sites. Timeline: continuous	Host sites selected by December 2016. Determine if new presenters are needed by Midwinter 2017.	Chair, Vice-chair, selection committee, Roadshow presenters.	ACRL financial and logistical support.
Complete a comprehensive redesign of the Scholarly Communication Toolkit. Timeline: Multi-year (expected to be completed by Open Access Week 2016)	Late September 2016.	Recently hired toolkit editor Christine Fruin. Oversight from Toolkit Editing team.	Financial support already allocated by ACRL.
Oversee the first year of the Data Management Roadshow. Timeline: continuous	Ongoing	Chair & Vice-chair	ACRL financial and logistical support.
Liaise with the Intersection of Scholarly Communication & Information Literacy Road Show. Timeline: continuous	Ongoing	Chair & Vice-chair	None expected

Activity/Project Name and brief description:

Objective 3: Influence scholarly publishing policies and practices toward a more open system.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Research and Scholarly Environment**

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: *A sentence is suggested.*

☐ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

Description of connection to specific area: *A sentence is suggested.*

Timeline:

☐ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date:

_____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid.*

Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget

Outline the steps and intermediate deadlines planned to complete the project.
(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff)
Hold Forum in collaboration with SPARC at midwinter and annual ALA conferences. Timeline: continuous	At Midwinter and Annual.	Chair, Vice-chair, Discussion Group coordinator.	Speaker support from SPARC, room and a/v support from ACRL, time in the schedule.
Hold scholarly communication discussion group at midwinter and annual conference. Timeline: continuous	At Midwinter and Annual.	Chair, Vice-chair, Discussion Group coordinator.	Time in the schedule.

Form a subcommittee of ReSEC to support the Board's needs to draft responses to initiatives and legislative actions (next item). Timeline: short term.	Discuss before and decide at Midwinter.	Chair & Vice-chair.	None expected.
Advise ACRL leadership on public statements and advocacy opportunities related to scholarly communication issues and legislative actions. Timeline: continuous	Ongoing	Chair, Vice-chair, and post-Midwinter, new subcommittee.	None expected.

**ACRL Multi-year Planning Grid
Research and Scholarly
Environment 2016-2017**

This grid will compile the activities of ACRL's strategic goal-area committees, as well as all division-level committees, task forces, and staff activities that contribute to ACRL's strategic goal objectives. Timeline: Draft for Annual Conference; Finalized at SPOS.

Only a brief project description and estimated resources required will be listed. The strategic goal area committees' annual work plan forms will detail the specifics for the activities planned in the current year.

This document will aid the Board in conducting an annual gap analysis of division-level committee work plans and in drafting and reviewing budget assumptions. It will also serve as a reference document available to all division-level committees to aid in aligning efforts.

Note: The three goal-area committees will each receive the grid for their goal area. Staff will add to the grid any additional multi-year projects suggested by other committees via their annual work plans.

Research and Scholarly Environment

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

Previous goal: Librarians accelerate the transition to a more open system of scholarship.

Objective	FY15 (for context)	FY16	FY17	FY18
1) Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.	a) Continue to distribute C&RL and C&RL News open access b) Continue to provide SC resources in multiple formats freely through Toolkit (see Obj 2 below) c) Consider open peer review model or open commenting for C&RL d) Explore creating OER materials for scholarly communication topics, including SC & IL intersections	a) Continue to distribute C&RL and C&RL News open access b) Continue to provide SC resources in multiple formats freely through Toolkit (see Obj 2 below) c) Promote the new ACRL Open Access Policy Statement. d) Form a subcommittee to investigate opportunities to support library-vendor relationships, open and (anti-open) initiatives, and promote equitable partnerships. e) Evaluate the possibility of a blog/newsletter announcing how our members/institutions are committing to open initiatives (passing policies, signing on to Berlin, etc)	a) Continue to distribute C&RL and C&RL News open access b) Continue to provide SC resources in multiple formats freely through updated Toolkit c) Promote the new ACRL Open Access Policy Statement.	d) Continue to distribute C&RL and C&RL News open access e) Continue to provide SC resources in multiple formats freely through updated Toolkit

Research and Scholarly Environment Current goal: Librarians accelerate the transition to more open and equitable systems of scholarship. Previous goal: Librarians accelerate the transition to a more open system of scholarship.				
Objective	FY15 (for context)	FY16	FY17	FY18
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. (Previous objective: Enhance members' ability to address issues related to digital scholarship and data management.)	a) Monitor copyright and SC developments and identify ways to communicate with members b) Continue Roadshows, updating content as SC evolves c) Explore collaboration with ARL to present a program on managing a scholarly communications program, targeted for Deans & Directors <i>[if one-time funding needed will request from SC Initiative fund]</i> d) Plan and offer a program for ACRL 2015 as an update discussion on progress since ARL/DLF/Dura Space E-Science Institutes e) Complete first round of updates of the Toolkit by September 15, 2014. <i>[if one-time funding needed to complete will request from SC Initiative fund]</i> f) Explore options for providing training for members on data curation and management g) Explore programming on scholarly communication for liaisons	a) Monitor copyright and SC developments and identify ways to communicate with members b) Continue Roadshows, updating content as SC evolves <i>[ongoing funding from ACRL needed]</i> c) Draft new Scholarly Communication Research Agenda d) Complete a comprehensive redesign of the Scholarly Communication Toolkit.	a) Monitor copyright and SC developments and identify ways to communicate with members b) Continue Roadshows, updating content as SC evolves <i>[ongoing funding from ACRL needed]</i> c) Begin discussing how to support the intersections of scholarly communication and collection development.	a) Monitor copyright and SC developments and identify ways to communicate with members b) Continue Roadshows, updating content as SC evolves <i>[ongoing funding from ACRL needed]</i> c) Evaluate the need for a library publishing roadshow.

Research and Scholarly Environment

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

Previous goal: Librarians accelerate the transition to a more open system of scholarship.

Objective	FY15 (for context)	FY16	FY17	FY18
3) Influence scholarly publishing policies and practices toward a more open system.	a) Continue SPARC/ACRL Forum and SC discussion group [continued support of Forum]	a) Continue SPARC/ACRL Forum and SC discussion group [continued support of Forum] b) Form a subcommittee of ReSEC to support the Board's needs to draft responses to initiatives and legislative actions	a) Continue SPARC/ACRL Forum and SC discussion group [continued support of Forum] b) Offer our expertise on open access and library-based publishing to other publishing units within ALA to see if any other publications are consider flipping open and if we can support them.	a) Continue SPARC/ACRL Forum and SC discussion group [continued support of Forum]

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Advancing the Plan for Excellence
Goal Area Committee Annual Report & Work Plan

Goal Area: Value of Academic Libraries

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

Committee Name: Value of Academic Libraries **Committee**

Charge/Tasks: To oversee and coordinate ACRL's Value of Academic Libraries Initiative as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, and consultation services and in developing the ACRL Value website; and monitor and assess the effectiveness of the Value Initiative.

Committee leadership

- 2016-17 Chair: Jaime Corris Hammond
- 2016-17 Vice Chair: Alan Carbery
- 2015-16 Co-Chair: Melissa Bowles-Terry
- 2015-16 Co-Chair: Debbie L. Malone
- Board Liaison: Susan Barnes Whyte
- Staff Liaison: Kara Malenfant
- Report submitted by: Melissa Bowles-Terry and Debbie L. Malone
- Work plan submitted by: Jaime Corris Hammond

2015–16 Year-end Committee Report

This report will be included in the Committee’s official record of activities maintained by the

General overview of progress by ACRL toward goal. (*This overview should focus on the committee’s work and may include significant work by other ACRL units if it is readily known by the committee.*) Where available data will support or explicate the narrative, please include such data, or a link to where data is available.

Brief environmental scan for this goal area (current conditions in the larger higher education community)

The Committee’s work on the RFP for an ACRL Research Agenda provided an opportunity to consider a broad array of future-focused work being done by other ACRL Units.

We were heavily influenced by the DALI (Demonstrating Academic Library Impact) project, which involved phone interviews with expert thinkers and organizations outside of libraries completed by AiA leadership, Karen Brown and Kara Malenfant.

- They asked about “key topics or questions each organization is grappling with now, where their research is heading, what they see on the horizon in the larger national conversation regarding factors that impact student learning and success, whether they knew of initiatives where ACRL and librarians could contribute/complement/enhance/influence, and about other organizations or individuals with whom we should be talking.” (See reports to ACRL Board, labeled as ACRL MW16 Board Update Doc G & H (pages 41-49) in compilation available at <http://connect.ala.org/node/248936>)

The VAL subcommittee also considered the *Environmental Scan 2015* and *2014 Top Ten Trends* by the ACRL Research Planning and Review Committee (available at <http://www.ala.org/acrl/issues/whitepapers>), AiA projects, research noted in the VAL Valueography, as well as a review of higher education trends the committee conducted in the fall of 2015 available at <https://drive.google.com/open?id=0BzO-Eqxi0Q71MEtJYzNXRGFrV00>.

All of this input lead to the major focus of the research agenda: an “update on progress since the publication of *Value of Academic Libraries: A Comprehensive Research Review and Report*¹ and a look ahead at important areas where more work needs to be done to assist higher education in addressing the challenges the sector faces. The focus will be on institutional priorities for improved student learning and success (i.e., retention, completion, persistence.”²

Opportunities and challenges of critical importance for this goal area: Are there any changes warranted in the multi-year plan?

The work on the research agenda will provide numerous opportunities for member input on the project as well presentations at various conferences Our multi-year work plan includes details on these events, but we are open to taking advantage of other opportunities for presentations, publications and collaborations with other ACRL units.

Objectives (Plan for Excellence, Approved Midwinter 2015)

For each objective please address your committee’s activities, briefly:

Objective 1: Leverage existing research that will articulate and promote the value of academic and research libraries.

¹ Association of College and Research Libraries. *Value of Academic Libraries: A Comprehensive Research Review and Report*. Researched by Megan Oakleaf. Chicago: Association of College and Research Libraries, 2010. Published online at http://www.acrl.ala.org/value/?page_id=21

² Association of College and Research Libraries. *RFP for an Action-Oriented Research Agenda on Library Contributions to Student Learning and Success, 2016*

- The VAL Committee sought and received Board approval for the Value of Academic Libraries Statement.
- The AiA Leadership Team proposal for the Association for the Assessment of Learning in Higher Education Annual Conference titled “Team-based Assessment: Collaborating for a Campus Message about Student Learning,” was accepted. Karen Brown and Kara Malenfant presented it in Milwaukee, Wisconsin, June 2016.
- The AiA Leadership Team proposal for the 2016 Library Assessment Conference, titled “Creating Sustainable Assessment Practice through Collaborative Leadership: Informing and Being Informed by Higher Education Leaders,” was accepted. Karen Brown, Lisa Janicke Hinchliffe, and Kara Malenfant will be the speakers in October 2016.
- The VAL Committee proposal for the 2016 Library Assessment Conference, titled “What Do We Want To Know: Completing An Action-Oriented Research Agenda” was accepted. Alan Carbery and the researcher who is selected as a result of Research Agenda RFP will be the speakers in October
- Conversations between the VAL Committee and AiA leaders confirm a commitment to promulgating promising but not definitive findings from AiA with suggested methodologies.
- We continue to add important research items to our Valueography, and members of the third AiA cohort are contributing summaries of their research projects to the VAL blog.
- With a member of the AiA leadership team serving as a member of the VAL Committee next year, communication and collaboration between the two groups should be enhanced.

Dashboard analysis (select one that best characterizes outlook for this objective):

We are expecting much conversation around the research report update sessions next year as well as exciting new opportunities for focused action-oriented research projects to emerge in the years ahead.

X Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid.

- Does the committee need additional support/resources?

The VAL Committee is interested in exploring ways to provide support for librarians and to create incentives to present at higher education conferences about the value of academic libraries. We may need additional resources to accomplish this.

- Does the objective need to be dropped or rewritten? No.

Objective 2: Increase research that demonstrates the value of academic and research libraries.

- The RFP for our Action-Oriented Research Agenda on Library Contributions to Student Learning and Success and the final contract with OCLC and Lynn Connaway was a significant achievement, which should yield interesting research for years to come.
- With numerous opportunities for online feedback as well a presentation by Alan Carbery and Lynn Connaway at the ARL Library Assessment conference, presentations at ALA Midwinter, ALA Annual, and possibly at the

2017 ACRL conference, we hope to make it clear to ACRL members and the public that we are seeking to promote discussion and comment on the progress of the research agenda

- We are continuing to collaborate with the AiA leadership on plans for continuing the AiA initiative in a new format.

X Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid

Outlook:

- How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why? Yes
- Does the committee need additional support/resources? Not at this time.
- Does the objective need to be dropped or rewritten? No

Objective 3: To improve outreach to higher education organizations in order to articulate the value of libraries in higher education.

Dashboard analysis (select one that best characterizes outlook for this objective)

- The Val Committee continues to collaborate with the ACRL Liaisons Assembly as well as the Student Learning and Information Literacy Committee on updating sections of the ACRL Liaisons Talking Points Languid available at <http://acrl.libguides.com/val/liaisons> JoAnn Jacoby has agreed to become the new VAL liaison on this project
- We have also recently posted Val blog reports on the work of Beth Dupuis, Liaison to ELI, and a report by Sarah Wenzel, Liaison to the Modern Language Association. We have asked other liaisons to report on their work with their target organizations, but none have materialized.
- We will work with the liaisons to incorporate talking points from the new Value of Academic Libraries document.

X Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid

Objective 4: Develop and deliver responsive professional development programs that build the skills and capacity for leadership and local data-informed and evidence-based advocacy.

Dashboard analysis (select one that best characterizes outlook for this objective):

- VAL Committee collaborated with the ACRL Instruction Section and the Student Learning and Information Literacy Committee on a series of three webinars this spring titled “Learning Analytics: Strategies for Optimizing Student Data on Your Campus.” For a description of the content of each session, go to <http://www.ala.org/acrl/learninganalytics> We had good attendance at each session and the evaluations were positive.
- In mid November 2016 we will be assisting with the ACRL online open forum to share progress and solicit feedback on the research agenda work.
- We have additional research agenda presentations planned for next year. Please see details in objective one.

X Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid

Does the objective need to be dropped or rewritten? No

Reflecting on the year

Looking back at your committee's work last year, please briefly answer these questions

What do you wish someone had told you before starting work on this committee?

Nothing

What made this work most rewarding (observations/comments/accolades)?

Work on the RFP was extensive, but we had a subcommittee that worked well together, and input from Mary Ellen Davis and Kara Malenfant was essential in completing a forward thinking and well developed document.

Any other comments, recommendations, or suggestions?

None

2016–17 Committee Work Plan

Note: Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

Activity/Project Name and brief description: Value of Academic Libraries: Research Agenda

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☒ **Value of Academic Libraries**

Objective: ☒1 ☐2 ☐3 ☐4

Description of connection to specific objective: Articulate a research agenda that communicates the value of academic and research libraries.

Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Select researcher(s) who will investigate and write a research agenda that provides an update on progress since the publication of <i>Value of Academic Libraries: A Comprehensive Research Review and Report</i> .	July 19, 2016	VAL Committee members; K. Malenfant	Staff support
Execute a final document of publishable quality, 60-100 pages in length, which will be made available by ACRL as a free PDF download with hard copy available for purchase on a cost-recovery basis.	May 1, 2017	L. Connaway, W. Harvey, V. Kitzie, & S. Mikitish	
Appoint Value of Academic Libraries Committee member to liaise with OCLC Research Team Advisory Committee	August 2016	Jaime Hammond	
Present progress and seek feedback on drafts through venues such as an online open forum, a presentation at the Library Assessment	October 2016 through June 2017	L. Connaway, W. Harvey, V. Kitzie, & S. Mikitish; J. Hammond	

Conference in October 2016, update sessions at the ALA Midwinter Meeting in January 2017 and Annual Conference in June 2017, and presentation at the ACRL 2017 conference in March.			
Hold a minimum of two live online open forums, which will be recorded and made available on the ACRL web site.	May 1, 2017	L. Connaway, W. Harvey, V. Kitzie, & S. Mikitish	Technology and staff support.
Develop and publicize visualization components that highlight and clarify major themes in the report.	May 1, 2017	L. Connaway, W. Harvey, V. Kitzie, & S. Mikitish	
Develop and publicize a bibliography of sources used to inform the research agenda.	May 1, 2017	L. Connaway, W. Harvey, V. Kitzie, & S. Mikitish	
<p>Assessment: How will success be measured? (<i>e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success</i>)?</p> <p>Success will be measured by the successful release of the final deliverable for the research agenda, including the data visualization component.</p>			

**If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.*

Activity/Project Name and brief description:

Value of Academic Libraries: Promote the Value of Academic Libraries

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☒ **Value of Academic Libraries**

Objective: ☐1 ☒2 ☐3 ☐4

Description of connection to specific objective: Promote the impact and value of academic and research libraries to the higher education community

Timeline:

☒ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Poster Publicity Campaign – create new posters with updated research studies	October 2016	Members of the VAL Committee	Fees to pay for use of stock photography.
Valueography – revise, update, filter current list	On-going	Members of the VAL Committee	N/A
Continued refinement and update of the ACRL VAL website	On-going	Joann Jacoby and Stephanie Mikitisch	N/A
Contribute to College and Research Libraries Special Issue	2018	Alan Carbery, Members of the VAL Committee	
ACRL Liaisons – providing talking points related to VAL initiatives to ACRL liaisons	Ongoing	Joann Jacoby	
Oversee and manage the application process for a Presenter Coordinator for the Planning, Assessing and Communicating Library Impact group.	Fall 2016	Jaime Hammond, Alan Carbery, plus members of a VAL committee subgroup	Staff liaison support for the logistics of opening this search.

Oversee and manage the application process for additional presenters for the Assessment Bootcamp and Guided Discussion group	Spring 2017	Jaime Hammond, Alan Carbery, plus members of a VAL committee subgroup	Staff liaison support for the logistics of opening this search.
Develop initiatives to promote the activities of the Value of Academic Libraries committee at ACRL and ALA conferences	June 2017	Jaime Hammond, Alan Carbery, Members of the VAL Committee	
Develop initiatives to promote and roll out the Value of Academic Libraries Statement		Jaime Hammond, Alan Carbery, Adam Murray	N/A
Continue and develop possible learning analytics follow-up activities including creating and ACRL interest group and additional webinars		Jaime Hammond, Alan Carbery, Members of the VAL Committee	Support from staff liaison and ACRL's Manager of Professional Development – Margot Conahan
Explore ways to provide support for librarians, and to create incentives to present at higher education conferences about the Value of Academic Libraries		Jaime Hammond, Alan Carbery, Members of the VAL Committee	N/A
<p>Assessment: How will success be measured? (<i>e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success</i>)?</p> <p>Success for this initiative will be measured by ongoing and continued outputs, as well as contributions to the growing suite of resources related to value of academic libraries.</p>			

Activity/Project Name and brief description:

Value of Academic Libraries: Build on Assessment in Action

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☒ **Value of Academic Libraries**

Objective: ☐1 ☐2 ☒3 ☐4

Description of connection to specific objective: : Build on Assessment in Action to expand community of practice and professional development opportunities

Timeline:

☒ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Oversee and manage the application process for additional curriculum designers and presenters for the Assessment in Action Project	September 2016	Jaime Hammond with Lisa Hinchliffe, Melissa Jados, Cinthya Ippoliti and Holly Mercer	
Oversee and manage the application process for coordinator for the Assessment in Action Project	March 2017	Members of the VAL Committee	
In collaboration with AiA, develop an "Action Research: an assessment bootcamp for librarians", a daylong workshop that would be offered as a preconference during ACRL 2017.	March 2017	Assessment in Action team	Support from staff liaison and ACRL's Manager of Professional Development – Margot Conahan.
In collaboration with AiA, develop an invitational "workshop/guided discussion" for library administrators	Full proposal due by 9/30/16 for full Consideration at the Fall Executive Committee meeting	AiA team, with liaison from the VAL Committee	Feedback from Staff liaison.
AiA Leadership Team will deliver a presentation at the 2016	Oct 2016	Lisa Hinchliffe, Kara Malenfant, AiA team	Funding required for travel, as previously allocated, but yet to be

Library Assessment Conference titled “Creating Sustainable Assessment Practice through Collaborative Leadership”			encumbered.
Build on Assessment in Action to expand community of practice and professional development opportunities – continue Unconference event at ACRL 2017	March 2017	Jaime Hammond, Alan Carbery, Kara Malenfant	N/A
<p>Assessment: How will success be measured? (<i>e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success</i>)?</p> <p>Success in this initiative will be measured on the outcome of the proposed workshops and sessions, as well as the plans for the next version of Assessment in Action going forward.</p>			

Activity/Project Name and brief description:

Value of Academic Libraries: Equity, Access, Diversity, and Inclusion

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☒ **Value of Academic Libraries**

Objective: ☐1 ☐2 ☐3 ☒4

Description of connection to specific objective: Support libraries in advancing issues of equity, access, diversity, and inclusion.

Timeline:

☒ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Identify key higher education groups with initiatives relating to diversity and inclusion for outreach and collaboration.	November 2016	Members of the VAL committee	N/A
Using member input, develop working definitions for the terms equity, access, diversity, and inclusion within the context of libraries and higher education.	January 2017	Jaime Hammond with members of the VAL committee	N/A
Conduct an environmental scan of related initiatives within ACRL and ALA.	January 2017	Members of the VAL committee	N/A
Develop educational offerings such as webinars, blog posts, and conference presentations showcasing initiatives libraries have undertaken to support institutional goals of equity, access, diversity, and inclusion.	June 2017	Jaime Hammond with members of the VAL committee	TBD: may require technology support from ACRL for webinars

Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

After determining key stakeholders, developing definitions, and conducting an environmental scan, a task force of VAL will develop educational offerings such as webinars, blog posts, and propose conference presentations highlighting initiatives libraries have undertaken to support institutional goals of equity, access, diversity, and inclusion. Surveys will be used to ascertain impact on higher education, as well as on librarians' self-perception of their role in supporting these goals. Growth in campus impact and librarian confidence will denote success in the first year of this objective.

ACRL Multi-year Planning Grid - Draft

Value of Academic Libraries

This grid will compile the activities of ACRL's strategic goal area committees, as well as all division-level committees, task forces, and staff activities that contribute to ACRL's strategic goal objectives. Timeline: Draft for Annual Conference; Finalized at SPOS.

Only a brief project description and estimated resources required will be listed. The strategic goal area committees' annual work plan forms will detail the specifics for the activities planned in the current year.

This document will aid the Board in conducting an annual gap analysis of division-level committee work plans and in drafting and reviewing budget assumptions. It will also serve as a reference document available to all division-level committees to aid in aligning efforts.

Note: The three goal area committees will each receive the grid for their goal area. Staff will add to the grid any additional multi-year projects suggested by other committees via their annual work plans.

Value of Academic Libraries

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

Objective	Project	FY15 (context)	FY16	FY17	FY18
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.	Communicati on Plan for Value of Academic Libraries Initiative <i>Resources Needed:</i> ACRL Marketing and Communicati ons Specialist (David Free)	Explore new venues for posting updates on Value-related news and research.	Task committee members with planning regular "Value of Academic Libraries" update in <i>C&RL News</i> (like Tech Bits – short and informative)	Implement and revise communication plan as needed.	Implement and revise communication plan as needed.
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.	Value blog	Maintain and develop blog. Develop and post a value of academic library statement on ACRL web site. Solicit blog posts from Assessment in Action participants. Distribute blog posts via Facebook and Twitter.	Maintain and develop blog. Solicit blog posts from Assessment in Action participants, second cohort. Get feedback on Value of Academic Libraries statement and share with ACRL board.	Maintain and develop blog.	Maintain and develop blog.
Goal: Academic libraries demonstrate	Assessment task force formed to identify	Monitor work of task force and assist where possible.	Monitor work of task force and assist where possible.	Monitor work of task force and assist where possible.	

Objective	Project	FY15 (context)	FY16	FY17	FY18
alignment with and impact on institutional outcomes. <i>Previous Objective 2) Increase research that demonstrates the value of academic and research libraries.</i>	competencies for assessment librarians.				
Objective 1: Articulate a research agenda that communicates the value of academic and research libraries. <i>Previous Objective: Increase research that demonstrates the value of academic and research libraries.</i>	Develop and Engage a Formal Research Agenda	Based on the gap analysis, determine if an update of the VAL report or the creation of a new report based on recommendations for new research is warranted. Consider research grants or request funding from ACRL Board to either update the VAL report or create a new report based on recommendations for new research	Follow up on gap analysis by developing collaborations with other ACRL Units for research and programming on learning analytics. Work with Assessment in Action facilitators on follow-up research to explore questions of library impact at multiple institutions.	Promote the new research.	Promote the new research.
Objective 1: Articulate a research agenda that communicates the value of academic and research libraries. <i>Previous objective 1) Leverage existing</i>	Valueography <i>Resources Needed: ACRL Marketing and Communications Specialist (David Free)</i>	Revise, update, and filter current list.	Continue to update Valueography.	Continue to update Valueography.	Continue to update Valueography, if warranted.

Objective	Project	FY15 (context)	FY16	FY17	FY18
<i>research to articulate and promote the value of academic and research libraries.</i>					
<p>Objective 2: Promote the impact and value of academic and research libraries to the higher education community.</p> <p><i>Previous objective 1) Leverage existing research to articulate and promote the value of academic and research libraries.</i></p>	<p>Poster publicity campaign</p> <p><i>Resources Needed:</i> Fees for stock photos, design help</p>	<p>Distribute templates for posters via ACRL Value website and ACRL updates.</p> <p>Monitor interest in creating new posters.</p> <p>Monitor use of posters by ACRL members.</p>	<p>Create new posters with updated research studies.</p>	<p>Monitor interest in creating new posters.</p> <p>Monitor use of posters by ACRL members.</p>	<p>Monitor interest in creating new posters.</p> <p>Monitor use of posters by ACRL members.</p>
<p>Objective 2: Promote the impact and value of academic and research libraries to the higher education community.</p> <p><i>Previous objective: To improve outreach to higher education organizations in order to articulate the value of</i></p>	Accreditation	<p>Develop plan for proposing sessions for the annual conferences of each regional accreditation group – intention is to focus on WASC first</p> <p>Work with liaisons to the regional accreditation groups as they are appointed.</p>	<p>Work with newly appointed liaisons to the regional accreditation groups.</p> <p>Implement plan for proposing sessions for the annual conferences of regional accreditation groups.</p>	<p>Assess impact of plan for proposing sessions for regional accreditation associations and revise as needed</p>	<p>Continue to plan proposing sessions for the annual conferences of regional accreditation agencies.</p>

Objective	Project	FY15 (context)	FY16	FY17	FY18
<i>libraries in higher education</i>					
<p>Objective 2: Promote the impact and value of academic and research libraries to the higher education community.</p> <p><i>Previous objective: To improve outreach to higher education organizations in order to articulate the value of libraries in higher education.</i></p>	ACRL Liaisons	Continue to work with ACRL Liaisons to recruit, select, and appoint liaisons to regional higher education accrediting bodies- - Middle States, New England, Northwest, North Central, Southern, and Western and others as appropriate.	Work with liaisons to the regional accreditation groups as they are appointed.	Assess impact of liaisons to regional accreditation groups and offer support.	Assess impact of liaisons to regional accreditation groups and offer support.
<p>Objective 2: Promote the impact and value of academic and research libraries to the higher education community.</p> <p><i>Previous objective: To improve outreach to higher education organizations in order to articulate the value of libraries in higher</i></p>	<p>Standards for Libraries in Higher Education</p> <p><i>Resources Needed:</i> ACRL Content Strategist (Kathryn Deiss) and ACRL Manager of Professional Development (Margot Conahan)</p>	<p>Continue to provide training program related to the Standards on request (http://www.ala.org/acrl/standardsworkshop).</p> <p>Consult with ACRL CFP.</p> <p>FY14: Explore how to incorporate Standards for Libraries in Higher Education in VAL committee work</p>	<p>Issue a CFP to create a Standards workbook.</p> <p>Find out how VAL committee can support workshop on Standards</p>		

Objective	Project	FY15 (context)	FY16	FY17	FY18
<i>education</i>					
<p>Objective 3: Build on Assessment in Action to expand community of practice and professional development opportunities.</p> <p><i>Previous objective: Develop and deliver responsive professional development programs that build the skills and capacity for leadership and local data- informed and evidence- based advocacy.</i></p>	<p>Informational events at ALA and ACRL Conferences</p>	<p>Events at MW and AC</p> <p>Develop a webinar series to deliver professional development programs</p>	<p>Events at MW and AC</p> <p>Work with new subcommittee on learning analytics to identify topics and presenters related to learning analytics.</p>	<p>Events at MW and AC</p> <p>Update webinar series</p>	<p>Events at MW and AC</p> <p>Update webinar series</p>
<p>Objective 3: Build on Assessment in Action to expand community of practice and professional development opportunities.</p> <p><i>Previous objective: Develop and deliver responsive professional development programs that build the</i></p>	<p>Program of Workshops, eLearning, publications, etc.</p> <p>Resources Needed: ACRL Manager of Professional Development (Margot Conahan); ACRL Content Strategist (Kathryn Deiss)</p>	<p>Identify existing professional development programming and publications that should or could be branded as VAL.</p> <p>Implement, monitor, and revise plan as needed.</p>	<p>Implement, monitor, and revise plan as needed.</p>	<p>Implement, monitor, and revise plan as needed.</p>	<p>Implement, monitor, and revise plan as needed.</p>

Objective	Project	FY15 (context)	FY16	FY17	FY18
<i>skills and capacity for leadership and local data-informed and evidence-based advocacy.</i>					
<p>Objective 3: Build on Assessment in Action to expand community of practice and professional development opportunities.</p> <p><i>Previous objective: Develop and deliver responsive professional development programs that build the skills and capacity for leadership and local data-informed and evidence-based advocacy.</i></p>	Develop a strong Community of Practice	Investigate possibility of hosting ACRL Poster Session at ALA Annual.	Support final year of Assessment in Action grant activities: featuring 2 nd cohort Q&A on the Value blog, hosting 3 rd cohort poster sessions at ALA Annual.	Continue to monitor, revise, and deliver professional development programs for developing and maintaining a strong Community of Practice.	Continue to monitor, revise, and deliver professional development programs for developing and maintaining a strong Community of Practice.
Objective 4: Support libraries in advancing issues of equity, access, diversity, and inclusion.					

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Advancing the Plan for Excellence Goal Area Committee Annual Report & Work Plan

Goal Area: Student Learning

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

Committee Name: Student Learning and Information Literacy Committee

Charge/Tasks: To oversee and implement ACRL's Student Learning Initiative as described in the strategic plan. Work with the ACRL Board and other ACRL units to create a comprehensive approach to student learning and information literacy efforts including a) promote and facilitate professional development, publications, research, and advocacy related to information literacy and student learning; b) support the development of the ACRL student learning/information literacy website; and c) monitor and assess the effectiveness of the ACRL Student Learning Initiative.

Committee leadership

- 2016-17 Chair: Rhonda Kay Huisman
- 2016-17 Vice Chair: Elizabeth Berman
- 2015-16 Chair: Merinda Kaye Hensley
- Board Liaison: Caroline Fuchs
- Staff Liaison: Mary Jane Petrowski
- Report submitted by: Merinda Kaye Hensley
- Work plan submitted by: Rhonda Kay Huisman

2015–16 Year-end Committee Report

General overview of progress by ACRL toward goal.

SLILC continued the practice of forming project teams based on committee member interest to complete its work around the four Student Learning Objectives. For the second year in a row, SLILC was extremely productive with completing the tasks as outlined in the 2015-2016 work plan. The Chair did make a few minor adjustments in spring 2016 to the work plan, which amounted mostly to adding a few concrete items that had arisen as part of a project team's work.

After the strategic planning brainstorming session at SPOS in fall 2015, the Objectives were updated and revised and SLILC added one new objective:

- Investigate and advocate for the inclusion of teaching and learning into library and information science school curricula by collaborating with relevant ALA groups and organizations.

Consequently, the Chair led discussions with committee members at the ALA Midwinter 2016 and ALA Annual 2016 to plan activities to address Objective 5 during 2016-2017.

The committee has five concrete and achievable objectives within which to work for 2016-2017. The Chair and Vice Chair would like to thank the Board for their support in moving the committee's work forward.

Brief environmental scan for this goal area:

The official adoption of the Framework at Midwinter 2016 and the rescission of the Standards at Annual 2016 means that there are implementation opportunities for SLILC and beyond. SLILC initiated a collaborative relationship with the Framework Advisory Board (FAB) and the Visiting Program Officer for Information Literacy during 2015-2016 and this relationship needs to be strengthened in the coming year in order to engage ACRL members in discussion around the pedagogy and theory of the Framework as well as continue to provide association members with effective implementation materials.

Opportunities and challenges of critical importance for this goal area:

SLILC has the opportunity to provide strong leadership on the implementation for the Framework and any future groups assigned to work on the Framework should work in consultation with the Chair and Vice Chair of SLILC. For example, the sandbox and supporting materials for librarians will need more attention than SLILC can provide alone. SLILC strongly urges the Board to consider the future of implementation by providing a strong support system and not to solely rely on SLILC for this type of work given the five objectives that are currently being pursued by the committee.

Objectives (Plan for Excellence, Approved Midwinter 2015)

Objective 1: Identify innovative practices in learning environments and instruction that enable academic librarians to transform learning.

Dashboard analysis:

- Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid
- Yellow: Not progressing as hoped.
- Red: Significant obstacles. Progress halted and Board advice sought.
- Blue: Objective needs serious reconsideration.

Description: High-impact educational practices (HIPs) - The ACRL Information Literacy Framework defines information literacy as experiences, knowledge, and capacities that can be developed in and beyond the classroom. Investigating and capitalizing on opportunities for connecting information literacy to service learning, study abroad, undergraduate research, and other co-curricular activities are important for ACRL membership.

Description: Global Perspectives on Information Literacy - Information literacy and the role of the librarian supporting IL is interpreted around the world in many different ways. This project is meant to bring together IL experts around the world to start a conversation on the commonalities and differences between cultures and student/employer needs.

- *Accomplishments.*
 - High-impact educational practices:
 - Chair and Vice Chair presented a poster on HIPs at the Assessment Institute in Indianapolis (10/2015) which resulted in an invited column for the AAHE Newsletter (Huisman/Hensley, Jan 2016): <http://www.aalhe.org/wp-content/uploads/AALHE-Intersection-January-2016.pdf>.
 - Constructed a bibliography on HIPs from the library & information science and educational literature.
 - Hosted a discussion event at ALA Midwinter 2016 conference with over 50 attendees: <http://www.eventscribe.com/2016/ALA-Midwinter/fsPopup.asp?Mode=presInfo&PresentationID=127383>.
 - Collaborated with ACRL ULS to host a webinar to highlight current examples with expert panel (inc. one member of SLILC).
 - Global information literacy perspectives:
 - Identified a working group for the new project (see description above) which included a member of the IFLA Information Literacy Cmte, UK organization CILIP, and the Chair of the Instruction Section.
 - Identified and invited authors (15/18 total) to contribute to white paper to be published early 2017. Currently in writing stage (July 2016).
 - Secured funding from ACRL to supplement travel funds for authors to attend ACRL and to provide a reception at ACRL 2017.
 - Constructed a template for authors to write their “section” of the white paper including a citation style guide.

- Planning several events for ACRL 2017 including a panel and round table event to engage ACRL members at the conference on the white paper.
 - Investigating an informal dinner for authors of the white paper at the upcoming IFLA 2016 conference.
- *Challenges:* There is much work to be done in this area and is only limited by committee member time. These are two very large projects that will need attention during the coming year.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why? Extremely likely for both areas. For the HIPs project, since this area of programmatic work is new to information literacy librarians, this is an area where SLILC can focus its time with significant impact on the profession. The current Chair of the global IL project was added to the committee as an ex-officio member (2016-2017) to oversee the entirety of the project.
 - Does the committee need additional support/resources? The committee will be in touch with ACRL staff and the Board around planning for ACRL 2017.
 - Does the objective need to be dropped or rewritten? No.

Objective 2: Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional learning outcomes.

- Dashboard analysis (select one that best characterizes outlook for this objective):
 - Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid
 - Yellow: Not progressing as hoped.
 - Red: Significant obstacles. Progress halted and Board advice sought.
 - Blue: Objective needs serious reconsideration.

Description: Librarians & Information Literacy as Part of Institutional Accreditation - Continue to work on locating and providing access to self-studies of colleges and universities as a means of creating a set of resources and examples for instruction librarians preparing to document and report information literacy initiatives as part of an institutional accreditation process.

- *Accomplishments:*
 - Moved the entirety of the resources to the new ACRL LibGuides platform.
 - Proofread all current pages and made corrections as needed in order to meet the Educational Role criteria.
 - Found existing accreditation documentation/self-studies already online for website.
 - Contacted libraries asking for contact volunteers and listed them on the website.
 - Wrote an *ACRL Insider* post about the resources on the SLILC website.
 - The Chair and Vice Chair are planning outreach activities on accreditation and information literacy including a webinar with a current accreditation agency to host a webinar regarding how the Framework fits into accreditation practices.
- *Challenges:*

- Keeping the documentation up-to-date is a constant exercise and will be a commitment from SLILC for as long as the resources are relevant to the work of IL librarians. While the project team made great progress, there are still some accreditation agencies that are not fully represented and are only partially complete
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why? Extremely likely.
 - Does the committee need additional support/resources? Not at this time.
 - Does the objective need to be dropped or rewritten? No, this is an extremely valuable project to librarians and should be aligned further with the Framework activities.

Objective 3: Increase partnerships with other organizations to advance the impact of Information Literacy on student learning.

Dashboard analysis:

- Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid
- Yellow: Not progressing as hoped.
- Red: Significant obstacles. Progress halted and Board advice sought.
- Blue: Objective needs serious reconsideration.
- *Accomplishments:*
 - SLILC continued to work with Elizabeth DuPuis, the ACRL/ELI Liaison through 2018. DuPuis presented a poster on the Framework at the February 2016 ELI conference with the Visiting Program Office for Information Literacy. The Chair assigned a SLILC committee member to assist the liaison but this did not result in activity between the two – the liaison did not request further support. DuPuis has many ideas for the future for working with ELI and has developed a strong foundation for future activities.
 - When the AASL/ACRL Interdivisional Committee on Information Literacy was disbanded in 2015, SLILC agreed to permanently host the wiki, which was moved during the SLILC website transition to LibGuides.
 - An appointment recommendation for a member from CJCLS was implemented July 1, 2015 – June 30, 2017. The CJCLS member was extremely active throughout the year and SLILC is grateful to have benefitted from the perspective of a community college librarian during discussions. The member also initiated a discussion between the American Association of Community Colleges (AACC) and ACRL to update the AACC Position Statement on Information Literacy (to be completed 2016-2017):
<http://www.aacc.nche.edu/About/Positions/Pages/ps05052008.aspx>
 - On 6/27/2015, the ACRL Board of Directors approved the proposal, “Proposal to Design Professional Development Opportunities Regarding the Intersections of Scholarly Communications and Information Literacy” as proposed by the collaboration between SLILC and the Research and Scholarly Environment Committee (ReSEC). Funding was allocated to pilot a new professional

development series (webinars and a roadshow similar to the Scholarly Communications Roadshow) for librarians to build their expertise in the intersections of SC and IL. The SLILC Chair and ReSEC worked together to hire two original curriculum designers/presenters (Eight applicants total; John Watts, UNLV and Maryam Fakouri, Columbia College). The curriculum was developed under the supervision of an advisory committee including the SLILC Chair, ReSEC Chair, two members of the Scholarly Communication Roadshow (Kevin Smith and Stephanie Davis-Kahl) and one member of the Immersion faculty (Karen Nicholson). A pilot webinar, “Teaching at the intersections: Aligning scholarly communication and information literacy in the one-shot library instruction session” was held with excellent attendance on 4/7/2016. SLILC, ReSEC and ACRL staff agreed that SLILC would continue oversight for the Intersections Roadshow with a document outlining responsibilities. The SLILC Chair and ReSEC collaborated a second time in spring 2016 to hold another call for presenters (10 applicants total; Emma Molls, Iowa State, Michelle Reed, U of Kansas, and Joelle Pitts, Kansas State). The designers also held a pre-conference on 6/24/2016 at ALA Annual in Orlando with 34 attendees and positive evaluations.

- Co-hosted three spring 2016 webinars on learning analytics with the Value of Academic Libraries Committee. <http://www.ala.org/acrl/learninganalytics>
- Collaborated with the Value of Academic Libraries Committee on a digital badging project. Co-hosted ACRL Online Discussion Forum "National Credentialing and Academic Libraries" on Wednesday, September 23, 2015 with the VAL cmte. Reviewed a response to the Lumina Questionnaire with VAL co-chair, Deb Malone.
- Collaborated with LLAMA/LOMS to propose and present ALA Annual program, “Imagineering the Framework: Implementing and Assessing Information Literacy Programs” on 6/25/2016. A committee member of SLILC participated in the entire program planning process. <http://www.eventscribe.com/2016/ala-annual/fsPopup.asp?Mode=presInfo&PresentationID=137981>
- *Challenges:* SLILC explored two new collaborations with the Association of American Colleges & Universities (AAC&U) and the National Council for Accreditation of Teacher Education (NCATE). NCATE consolidated with TEAC into CAEP as the new body for educator preparation. Establishing collaborations with outside organizations is definitely seen as a worthwhile activity (see ELI liaison success) but it would help if the ACRL board would provide guidance and expectations for what a positive relationship might look like and how SLILC can facilitate in a manner so that both organizations feel successful.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why? SLILC always has partners to work with throughout the year (see the serendipitous work between VAL and SLILC). To make progress, the Chair needs to make this a top priority.
 - Does the committee need additional support/resources? No resources at this time but guidance for success regarding partnerships would be helpful.
 - Does the objective need to be dropped or rewritten? No.

Objective 4: Increase understanding of new models of information fluency as pedagogy evolves.

Description: The ACRL Framework - Work with the ACRL Strategist to promote the ACRL Framework for Information Literacy for Higher Education.

Dashboard analysis:

- Green: Good progress is being made on this objective. Work should continue as described in the multiyear grid
 - Yellow: Not progressing as hoped.
 - Red: Significant obstacles. Progress halted and Board advice sought.
 - Blue: Objective needs serious reconsideration.
- *Accomplishments:*
 - Collaborated with ACRL Visiting Program Officer for Information Literacy (Sharon Mader) and the Framework Advisory Board (FAB) to determine ways SLILC can assist with promoting and supporting the ACRL Framework (FW). Assisted FAB in an advisory role.
 - Developed a calendar of professional development events on the FW.
<http://acrl.libguides.com/FrameworkCalendar>
 - Planned and moderated two webinars
 - “Big Picture Theory and the Practical Classroom: Threshold Concepts and Information Literacy Instruction” with speakers Sylvia Lin Hanick (First Year Experience Librarian and Assistant Professor, LaGuardia Community College (CUNY)) and Lori Townsend (Learning Services Coordinator, University of New Mexico). 234 attendees registered for the event. Archive URL:
<http://www.ilthresholdconcepts.com/presentations.html>
 - “A Shared Language: Threshold Concepts in Writing Studies” with speakers Linda Adler-Kassner (Professor of Writing Studies, Associate Dean of Undergraduate Education, University of California Santa Barbara) and Elizabeth Wardle (Howe Professor of English, Director of the Roger and Joyce Howe Center for Writing Excellence, Miami University in Oxford, Ohio). Registration for the event filled to the 100 maximum capacity within hours. Archive URL:
<http://ala.adobeconnect.com/p1g69i2uwuw/>
 - Review of threshold concepts bibliography with additional annotations to be added by ALA Annual.
<http://www.ala.org/acrl/issues/infolit/teaching/thresholdbib>
 - Initial project planning for a Framework in Action bibliography, including identifying scope, process, and output, to be complete by ALA Annual.
 - Proposed and accepted a new column for C&RL News, *Perspectives on the Framework*. The inaugural column will be published in the September issues and be published every other issue. There are four invited authors to start the column (Emily Drabinski, Donna Witek, Troy Swanson, and Sharon Mader).

- *Challenges:* SLILC was originally tasked with building the sandbox environment for collections of curriculum materials but FAB took over this aspect of the Framework implementation because their work more closely aligned with this type of activity. SLILC has also been tasked with thinking about how to reach out to higher education stakeholders and organizations to communicate about the Framework to explain the new approach and highlight collaborations where possible. SLILC would benefit from a larger conversation with the ACRL staff and Board of Directors about expectations for SLILC related to the Framework in order to more clearly define the committee's role in implementation.
- *Outlook:*
 - How likely is the committee/ACRL to make significant progress on this objective in the next year? If not, why? Extremely likely in collaboration with the VPO for IL and FAB.
 - Does the committee need additional support/resources? Not at this time.
 - Does the objective need to be dropped or rewritten? No.

Ongoing activities:

- ACRL Information Literacy Web Site Development – The SLILC assigned web editor sought extensive feedback from committee members to redesign the SLILC website in preparation for the move to the ACRL account for LibGuides. The entire site was reconstructed and moved successfully spring 2016. The web editor also updated the web-editor handbook, added new content for the Framework, updated all broken links, updated the Zotero library of bibliographies, created a new Framework calendar, and made slight revisions to the AASL/ACRL toolkit. The SLILC web presence is an ongoing and extensive project that is divided between one prime web editor and one support member.

Reflecting on the year

What worked well?

- Setting up a listserv for the committee, SLILC was the only group that didn't have one prior to this year and it made it much easier to make sure no one was left off communication.
- Using Google Drive as a workspace for the project teams.
- Moving the website to LibGuides, the site is now much more user friendly and it is easier to find content.
- Brainstorming sessions for strategic planning as a group at Midwinter and Annual conference. Committee members expressed cohesion and connection to larger ACRL goals.
- Holding online meetings for committee members (two in the fall and one in the spring). The Chair sent out a report before the meeting via email so that the meeting time could be spent on work-related activities. For example, the Chair invited guest speakers to the meetings (Beth DuPuis, ELI liaison and Sharon Mader, VPO for IL) to promote conversation and better understanding of the overall picture of SLILC's place within ACRL.

- The Chair contacted individual committee members midway through the year via email to check in on their perspectives for how the committee was working. This extra attention helped to further engage committee members when it might be easy for a committee member to feel neglected within such a large committee (22 members).
- The SLILC Past Chair implemented a new committee member selection process which was extremely successful in bringing new members to the committee that understand the role and impact of SLILC. The Chair worked with the appointment liaison to pull names from the ACRL volunteer form and the Chair also reached out to colleagues that might be a good match for SLILC. An effort was made to combine new librarians as well as experienced librarians in the field. Once names were determined, the Chair sent an invitation to each prospective committee member to gauge interest and set up a 30-minute phone call. Each phone call outlined the role of SLILC within ACRL as well as the responsibilities of committee members including conference attendance, content of current projects, and amount of expected time dedicated to committee work. Once the members all agreed, the Chair contacted the appointment liaison to make the official appointments. This worked extremely well and SLILC has seen committee member productivity skyrocket from past years. SLILC has also seen a dramatic increase in in-person attendance at both the Midwinter and Annual conferences. The Chair strongly encourages this practice to continue.
- For those members that could not attend the ALA Midwinter or Annual conference in-person (only a handful of members), the Chair provided the option of calling in for the reporting section of the meeting (worked okay for Midwinter with none at Annual) and had the group work together virtually on the same strategic planning exercise that happened at the in-person meeting. The feedback from the groups was positive and the Chair recommends this as a positive mechanism for keeping members engaged throughout the conference schedule.
- The Chair implemented a plus/delta exercise at the end of each meeting (online and in-person) as well as an overall review of the committee year. The committee members took this exercise seriously and the Chair implemented several suggestions throughout the year in order to improve the workings of the committee. The Chair passed along final suggestions to the incoming Chair and Vice Chair for 2016-2017.

What could have worked better?

- While the committee was much more productive than past years, the plus/delta feedback at the end of the year did reveal that several members felt disconnected from the overall work of the committee. This information had been communicated by email several times and the Google Drive space was supposed to help keep track of activities. In reality, the groups rarely updated their documents, so while the Chair was usually aware of activities, it wasn't easy for the committee members to see. It might be productive to ask each project team to send a regular update on a timely basis (rather than add to productive meeting time for reporting).
- Expanding the online meetings to 90 minutes – it wasn't easy to cover all the content in one hour.
- Finding ways to keep committee members engaged on the listserv throughout the year. There are loads of activities related to information literacy that could be shared among committee members.

What do you wish someone had told you before starting work on this committee?

- We have an opportunity to update our work plan mid-year and it would be more productive to plan for this specifically as several situations did arise throughout the year.
- I wish there had been a year-long timeline of Chair activities to follow so that I could plan better therefore I created one for the incoming Chair.
- It isn't easy to keep track of the history of the committee's activities outside the basic annual reporting process which sometimes doesn't capture why something may have worked or not and how decisions were made.
- It is essential to explain to committee member how SLILC fits into the ACRL Plan for Excellence so they can see the value of their work and feel commitment to their assigned projects.

What made this work most rewarding (observations/comments/accolades)?

- The ACRL staff liaison was enormously helpful throughout the year. Mary Jane Petrowski regularly attended meetings and was pro-active in sending items of interest to the Chair and resolving issues as they arised. Thank you!
- SLILC was extremely productive and it is easy to see how much the committee members accomplished – they are dedicated colleagues and as Chair, I appreciated their commitment.

Any other comments, recommendations, or suggestions?

- There was lots of discussion about the state of the Competency Standards and the Framework over the course of the year. This did create some angst among committee members since it is part of their professional and service work. The Chair was integrally involved in this process and was usually able to answer questions as they arised but it is essential in the future to keep the current SLILC Chair up-to-date on activities so that SLILC members can represent the association accurately.
- The next Chair and Vice Chair could consider alternative ways to keep track of project team activities e.g. Trello.
- Since the committee is very large and has grown again for 2016-2017, the Chairs might consider finding a way to incorporate a social aspect to the committee (e.g. informal gathering after conference, team building exercise during meeting time or via email).

Revised Objectives approved spring 2016:

- Challenge librarians and libraries to engage every student with information literacy skills and in a way that is scalable and sustainable.
- Increase the impact of information literacy by forming strategic partnerships with relevant organizations.
- 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.

- Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.
- Investigate and advocate for the inclusion of teaching and learning into library and information science school curricula by collaborating with relevant ALA groups and organizations.

DRAFT - ACRL Multi-year Planning Grid

Student Learning

This grid will compile the activities of ACRL's strategic goal area committees, as well as all division-level committees, task forces, and staff activities that contribute to ACRL's strategic goal objectives. Timeline: Draft for Annual Conference; Finalized at SPOS.

Only a brief project description and estimated resources required will be listed. The strategic goal area committees' annual work plan forms will detail the specifics for the activities planned in the current year.

This document will aid the Board in conducting an annual gap analysis of division-level committee work plans and in drafting and reviewing budget assumptions. It will also serve as a reference document available to all division-level committees to aid in aligning efforts.

Note: The three goal-area committees will each receive the grid for their goal area. Staff will add to the grid any additional multi-year projects suggested by other committees via their annual work plans.

Goal: Advance innovative practices and environments that transform student learning.				
Objective	FY15 (for context)	FY16	FY17	FY18
<p>Objective 1) Challenge librarians and libraries to engage every student with information literacy skills and in a way that is scalable and sustainable.</p> <p><i>Previous objective: Identify innovative practices in learning environments and instruction that enable academic librarians to transform learning.</i></p>	<p>Share resources and recommendations based on investigations of librarians' involvement/impact in high-impact practices through ACRL 2015 conference program proposals, ACRL Insider blog post, and a discussion-based webcast.</p>	<p>Construct a bibliography on HIPS from the LIS literature, ACRL Insider post, host an in-person discussion event at ALA Midwinter, and host a webinar spring 2016. Also, work with librarians from around the world to write a white paper on the globalization of IL and present at ACRL 2017.</p>	<p>Based on prior year work, this project will continue to explore HIPS and their impact for IL programming. e.g. service learning, writing across the curriculum, learning communities, etc. SLILC will also be in the 2nd year of the global IL project, with presentations planned for the ACRL 2017 conference.</p>	
<p>Objective 2.) Increase the impact of information literacy by forming strategic partnerships with relevant organizations.</p> <p><i>Previous objective: Increase partnerships with other organizations to advance the impact of Information Literacy on student learning.</i></p>	<p>Establish long-lasting partnerships with NSSE, CCSSE and other key players within and beyond ACRL that will ensure the broadening influence of information literacy.</p>	<p>Continue to build relationships with partners including ELI, VAL and learning analytics, LLAMA/LOMS, and GAPMIL.</p>	<p>SLILC will continue to explore new opportunities for partnership with organizations across higher education.</p>	
<p>Objective 3.) Build capacity for librarians to collaborate with faculty and other campus partners in instructional and</p>				

Goal: Advance innovative practices and environments that transform student learning.				
Objective	FY15 (for context)	FY16	FY17	FY18
curricular design and delivery that will integrate information literacy into student learning. <i>New objective.</i>				
Objective 4.) Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes. <i>No change from previous objective.</i>	Develop a web-based toolkit to support librarians' leadership in institutional accreditation processes, especially as they relate to the documenting and reporting of information literacy learning.	Continue review of accreditation sites and update as necessary, publicize resources through ACRL Insider poster and other avenues.		
Objective 5.) Investigate and advocate for the inclusion of teaching and learning into library and information science school curricula by collaborating with relevant ALA groups and organizations. <i>Previous objective: Increase understanding of new models of information fluency as pedagogy evolves.</i>	Prepare librarians to engage in instructional activities that are emerging as a result of the draft Information Literacy Framework, as well as understand this movement in order to develop the capacity to implement it at their libraries and on their campuses.	Lead efforts with ReSEC to create a new PD opportunity on Intersections. Partner with Framework Advisory Board to promote use of Framework including proposing a new column on IL for C&RL News.	SLILC will continue its support for the ACRL Framework for a 2 nd year with the ACRL visiting program officer. The IL column for C&RL News will continue.	

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SLILC Year-End Project Review Grid
Submitted by Rhonda Huisman, SLILC Chair 2016-17

BLUE: Complete

PURPLE: Ongoing, in progress

RED: Needs Attention

GLOBAL PERSPECTIVES

Team and Working Group: Merinda Hensley (ex-officio), Kacy Lundstrom, Alan Carbery, Ellysa Stern Cahoy, Jane Secker, Nicole Brown, Sharon Mader (ACRL VPO), Rhonda Huisman (SLILC Chair)

Specific Action	Due Date	Complete/In Progress and Notes
Working group conducts edits and finalize content for the contributed authors of the Global Perspectives white paper. Includes the Chair of SLILC, Ex-officio chair of SLILC (Merinda Hensley), former Chair of Instruction Section (Kacy Lundstrom), and one librarian from the UK organization, CILIP.	Fall 2016	COMPLETED
Identified 13 experts from distinct regions of the world submit their chapters for publication.	Fall 2016	COMPLETED
Distribute secured funding to invite white paper authors to attend ACRL 2017, as well as possible other scholarships, sponsorships, or funding for a hosted dinner/venue for authors	Fall 2016/Spring 2017	COMPLETED
Publish white paper in time for ACRL 2017.	Spring 2017	COMPLETED
Disseminate white paper nationally and internationally. Present and discuss white paper at ACRL 2017.	Spring 2017	COMPLETE! :)
Identify potential venues for further discussion, collaboration, or sponsorship of international authors (i.e. Fulbright); post links on SLILC LibGuide to publication	Spring 2017/beyond	<p>Link to presentation and document on SLILC Libguide (Complete);</p> <p>ONGOING-- notes from ACRL Discussion to be added to the SLILC folder for consideration (Rhonda will add)</p>

ACRL FRAMEWORK SUPPORT

Team: Sheila Stoeckel, Ann Roselle, Elizabeth Galoozis, Elizabeth Berman (Vice Chair)

Consult/Working Group: ACRL Visiting Program Officer (Sharon Mader); Framework Advisory Board (Donna Witek, current co-chairs)

Specific Action	Due Date	Complete/In Progress and Notes
Collaborate with the ACRL Visiting Program Officer for Information Literacy (Sharon Mader) and Framework Advisory Board (FAB) to determine ways SLILC can assist with integration of the ACRL Framework (FW).	Fall 2016/Spring 2017	Complete; Framework will fall under SLILC in 2017
Promote the newly created sandbox on SLILC Libguide through a webinar, update on Framework website (w/ VPO)	Fall 2016	Complete; ongoing through continued marketing in SLILC events and meetings throughout fall and spring
Update and add to calendar of professional development events on the Framework on SLILC Libguide	Fall 2016/Spring 2017	Ongoing--new calendar integrated into Libguide in June
Coordinate a 2-part series of webinars on Framework approaches and integration in community colleges (CJCLS) and small institutions (CLS)	Fall 2016/Spring 2017	COMPLETE; more than 400 attendees for both webinars.
Work with higher ed stakeholders and organizations to communicate about the ACRL Framework to explain new approach and highlight collaborations that are possible.	Fall 2016/Spring 2017	List/liaison coordinating committee (craft a statement for the liaisons)
Work with ACRL VPO on hiring 2 curriculum designers	Fall 2017	Completed in November 2016
Engage with liaison to AACC to craft language on the Framework for Information Literacy	Fall 2016/Spring 2017	Ann w/Chair & Vice Chair communicate w/Jose--possibly meet at ALA Annual; CJCLS discussion ongoing
Coordinate and cultivate current and potential submissions/authors for new <i>C&RL News</i> Framework and IL column	Fall 2016/Spring 2017	Complete/ Ongoing--new submissions approved through fall 2017

INFORMATION LITERACY and SCHOLARLY COMMUNICATIONS INTERSECTIONS:**Team:** Lisa Ancelet, Margaret Gregor, Joi Jackson, SLILC Chair

Consult/Working Team: Maraym Foukari (program coordinator for roadshow team)

Specific Action	Due Date	Completed/In Progress and Notes
Coordinate curriculum and expectations for the curriculum team with regular communication on road show events; review feedback and assessment post-events and develop strategies for best practices	Fall 2016/Spring 2017	Complete--support the coordinator (Maryam) through discussion/meetings with the roadshow presenters in fall/spring; roadshow demo at ALA Annual in Chicago
The working group will remain intact until ALA Annual 2016 as a point of contact for the curriculum designers to update the Student Learning & Information Literacy Committee, and the Research & Scholarly Environment Committee, on their progress and address any issues or concerns that arise.	Spring 2016	(Will continue to support?)

SCHOLARSHIP OF TEACHING AND LEARNING**Team:** Melissa Mallon, Jackie Belanger, SLILC Chair

Working Team: Lauren Hays, Cara Bradley; consulted with Margy McMillian

Specific Action	Due Date	Completed/In Progress and Notes
Collaborate with the ACRL-IS on the revision of and inclusion of SOTL resources on SLILC LibGuide and creation of Zotero resource list	Fall 2016/Spring 2017	Complete (new tab for resources); ongoing throughout the next year as workshops/book ramps up
Develop 2-Part web series on SOTL to educational theories, practices, and instructional design SOTL (invited speakers: Cara Bradley, Margy McMillian)	Spring 2017	Complete

ACRL AC17 Doc 3.3a

Specific Action	Due Date	Completed/In Progress and Notes
Develop working group for book proposal on SoTL and identify authors for submissions for publication by ALA Annual in 2017; Working group: Lauren Hays, Cara Bradley, Margy McMillian, IS committee member, FAB member or VPO)	Fall 2016/Spring 2017	Book proposal and call until June 1st; invited authors have accepted; review of proposals begun; new publication date in 2018 (working with Erin N. @ ACRL)
Co-host a MW discussion ACRL group related to SoTL	Fall 2016/Spring 2017	Complete--Lauren Hays guest speaker through Google Hangout (35 attendees)
Add relevant professional events (SoTL) to SLILC Libguide calendar; participate in social media related to SoTL (chat/Google Hangout)	Spring 2016	Complete--"SoTL" tag added to the ILI Listserv; propose that "SoTL" is a tag for ACRL proposals for 2019 (?)

PROGRAMMATIC APPROACHES:

Team: Kristin Henrich, Hannah Lee, Margaret Gregor, Jill Shoemaker, Meg Meiman, Elizabeth B. (vice chair)

Specific Action	Due Date	Complete/In Progress/Notes
Develop annotations based on bibliography of resources on Libguide on <i>high-impact educational practices</i> (HIPS) for submission on the SLILC Libguide and Zotero list	Fall 2016	COMPLETE; HIPS bibliography added to the SLILC Libguide in June 2017
Write a submission for ACRLLog on programmatic approaches	Fall 2016	No submission; suggest guest author Article submitted to David Free for C&RLNews on project-based learning as a programmatic approach (Rhonda Huisman, author)

ACRL AC17 Doc 3.3a

Specific Action	Due Date	Complete/In Progress/Notes
Host a webinar to highlight examples of HIPs and programmatic approaches being done by libraries with an expert panel to include representation from faculty or administrators (outside of librarianship)	Spring 2017	Hosting a discussion forum at ALA Annual (6/24)
Explore partnership or collaboration with NSSE researcher on evaluating data related to library engagement.	Fall/Spring 2017	Ongoing--Chair is working with NSSE researcher to explore a review of information literacy module participation (2014-present) and determine next steps for discussion with ACRL staff, publication opportunities, etc.

STRATEGIC PARTNERSHIPS and IMPACT ON ACCREDITATION

Team: Krystal Wyatt-Baxter, Wei Cen, Cara Berg, Jill Shoemaker, Dominique Turnbow, Sara Holder, Elizabeth Berman (Vice-Chair); Libguides team: Jill Shoemaker, Wei Cen, Melissa Mallon (SoTL); Merinda Hensley (G.P.)

Specific Action	Due Date	Complete/Onoing and Notes
Update Libguide and Zotero list to reflect higher-ed accreditation and self-study resources collected through call (2015/16 on ACRL website)	Fall 2016	Ongoing/in progress; survey was sent to update contact information and posted through the SLILC libguide
Publicize resources on accreditation via relevant channels and ACRL communications	Fall 2016 Spring 2017	Post on Libguide-include in future post
Write an <i>"Keeping Up With...Accreditation"</i> post to advertise resources on the Libguide	Fall 2016	Proposed to David Free in March; preliminary outline started
Collaborate with the ELI/ACRL Liaison (Elizabeth DuPuis) to influence the leadership and learning agenda of EDUCAUSE Learning Initiative.	Fall 2016/Spring 2017	Ongoing communication w/Elizabeth Dupuis

Specific Action	Due Date	Complete/Onoing and Notes
Serve as webmaster/content advisor for the SLILC website and communicate with working groups on updates, changes, and explore new content as projects are developed and completed	Fall 2016/Spring 2017	Ongoing--team has been updating and correcting content throughout the spring; Review Libguides layout and documentation for changes in 2017-18

SLILC-Sponsored Events at ALA Annual (Chicago):

“Teaching with the Framework from the Ground Up”
Saturday, June 24th 10:30-11:30am
Hilton Chicago, Buckingham Room

“Intersections of Scholarly Communication and Information Literacy Roadshow Showcase”
Saturday, June 24th 1:00-2:30pm
(Facilitators: Joelle Pitts and Emma Molls)
Hilton Chicago, Lake Erie

SLILC Meeting
Sunday, June 25th
3:00-5:30pm
Hilton Conference Room 4D

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Goal-Area Committee Work Plan

Committee

Committee Name: New Roles and Changing Landscapes

Charge/Tasks: To oversee and implement ACRL's New Roles and Changing Landscapes goal, as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, diversity, and consultation services and in developing the ACRL New Roles and Changing Landscapes Initiative; and monitor and assess the effectiveness of this initiative.

Committee leadership

Current Chair: Jill Gremmels

Current Vice-chair: Mark Emmons

Board Liaison: Emily Daly

Staff Liaison: Howard Prager

Submission information

2017-17 work plan submitted by: Jill Gremmels, with much help from Mark Emmons

Please note: The environmental scan is an initial activity that will inform our work henceforth. The three activities described in the work plan are the beginning of the committee's work, not the end.

2016–17 Committee Work Plan

Note: Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely** or **SMART**).

Activity/Project Name and brief description: **Environmental Scan: Getting Grounded**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Value of Academic Libraries**

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ **Student Learning**

Objectives: ☐1 ☐2 ☐3 ☐4 ☐5

Description of connection to specific objective: **A sentence is suggested.**

☐ **Research and Scholarly Environment**

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: **A sentence is suggested.**

☐ **New Roles and Changing Landscapes**

Objectives: ☒1 ☒2 ☒3

Description of connection to specific objective: **We will be looking comprehensively at new roles and changing landscapes as represented in job ads, trends reports, information from other professions and disciplines, and professional literature**

☐ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

Description of connection to specific area: **A sentence is suggested.**

Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Review recent studies of job ads	November 18, 2016	Anne Grant, Mark Emmons	
Review documentation in SPOS packet	November 18, 2016	Jill Gremmels	
Review Horizon and other trends reports	November 18, 2016	Erin Smith	
Seek information about trends in other disciplines and professional organizations	November 18, 2016	Lauren Collister, Dane Ward	
Review <i>C&RL News</i> and <i>American Libraries</i>	November 18, 2016	Jolie Graybill	

Develop lists of new roles, services, and landscape features	November 18, 2016	All committee members	Google doc
Develop bibliography	November 18, 2016	All committee members	Zotero
<p>Assessment: How will success be measured? (<i>e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success</i>)?</p> <p>The project will be successful when the committee can use the results in its next project: brainstorming</p> <ul style="list-style-type: none"> a large and comprehensive collection of new roles and changing landscape features large, meaningful initiatives 			

**If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.*

2016–17 Committee Work Plan

Note: Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

Activity/Project Name and brief description: **Brainstorming**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Value of Academic Libraries**

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ **Student Learning**

Objectives: ☐1 ☐2 ☐3 ☐4 ☐5

Description of connection to specific objective: **A sentence is suggested.**

☐ **Research and Scholarly Environment**

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: **A sentence is suggested.**

☐ **New Roles and Changing Landscapes**

Objectives: ☒1 ☒2 ☒3

Description of connection to specific objective: **This divergent process will help us see the big picture, from which we can begin to develop large, meaningful initiatives.**

☐ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

Description of connection to specific area: **A sentence is suggested.**

Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Brainstorming	December 19, 2016 (virtual meeting)	All committee members	
Brainstorming and planning	January 21, 2017 (ALAMW)	All committee members in attendance (which is most)	

Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

This project will be successful when

- **saturation is achieved and the committee is confident it has a thorough understanding of new roles and landscape features in academic libraries.**
- **The group is ready to commit to large, meaningful initiatives.**

**If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.*

2016–17 Committee Work Plan

Note: Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

Activity/Project Name and brief description: **Moving forward with specific plans**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Value of Academic Libraries**

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ **Student Learning**

Objectives: ☐1 ☐2 ☐3 ☐4 ☐5

Description of connection to specific objective: **A sentence is suggested.**

☐ **Research and Scholarly Environment**

Objectives: ☐1 ☐2 ☐3

Description of connection to specific objective: **A sentence is suggested.**

☐ **New Roles and Changing Landscapes**

Objectives: ☒1 ☒2 ☒3

Description of connection to specific objective: *After completing background work, the committee will begin to look forward and develop an action plan to achieve the objectives.*

☐ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

Description of connection to specific area: **A sentence is suggested.**

Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☒ multi-year project continuing past this membership year (expected completion date: _____) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Continuing discussion	May, 2017	All committee members	
Commitment to specific initiatives	ALA Annual	All committee members in attendance	

Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

This project will be successful when the committee can propose specific programs, initiatives, and collaborations that it believes will lead to the achievement of the objectives for this goal area.

**If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.*

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To: ACRL Board of Directors

Subject: New Roles Constellation and OER – progress report

Submitted by: Mark Emmons, Vice Chair, New Roles and Changing Landscapes Committee

Date submitted: June 8, 2017

In order to address the ACRL Plan for Excellence objective to: *“Deepen ACRL’s advocacy and support for a full range of information professionals,”* the New Roles & Changing Landscapes Committee (NRCL) has proposed designing a constellation of support mechanisms around select new roles. NRCL will (1) specify the roles and (2) designate the support elements offered for each role. In the long term, Individual task forces will be charged with producing the constellation of support elements for each role. More than one task force will work in parallel, but total practicable capacity would limit to only two or three concurrently due to the need for support from our committee and from ACRL staff. We recommend that an NRCL member serve as liaison to each new role team.

NRCL recommends OER (Open Educational Resources) as the initial role for which to build a constellation of support mechanisms. In the short term, NRCL is in the process of finalizing the constellation of support elements and defining the scope for each, using OER as a test example. The constellation list we are beginning with includes:

- Community of Practice: Ensuring an ACRL community of practice (CoP) exists. These might be sections, interest groups, or discussion groups within ACRL or a coalition working with ACRL. If yes, work with that CoP. If no, create a CoP.
- Professional Development: Designing professional development opportunities to include:
 - OTJ Training or Webinars
 - Designating tracks for new roles at ALA and ACRL conferences
- Proficiencies: Developing a list of proficiencies (see instruction and assessment examples).
- Toolkit: Assembling a practical toolkit.
 - For librarian taking on new role: first 90 days on job, key stakeholders, basic tools, etc.
 - For library administrators: library readiness checklist, resources, infrastructure, communication, etc.
- Workbook: Culminating with an ACRL published workbook (this last would not be done by the task force but by an author influenced by their work).

The original list of new roles we considered included:

- Anthropologists
- Project managers
- Data/GIS experts (management, analysis, visualization)
- Grant writers
- Consultants in research design
- Library Designer for Physical and Virtual Spaces
- Data Management
 - Digital curator
 - GIS librarian

- Metadata
- Digital librarian (centered around digital initiatives)
- Embedded Librarian
 - Public Services
 - Technical Services
- Scholarly Communication (data management could fit here)
 - Copyright and intellectual property librarian
 - Digital humanities
 - OER
- Assessment (user experience could fit here)
 - User Experience/Outreach/Engagement
 - Something interesting from SLILC work plan: “Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.”
Broader than library.
- Instructional design
- Electronic services
- Web librarian
- Web design and development
 - Discovery services
 - User interface design
 - UX (different from User Experience for assessment)

Additional job titles/skills we considered from our bibliography included:

- Clinical librarian
- Diversity librarian
- Event and program planner
- Institutional repository manager
- Knowledge manager
- Marketing and public relations librarian
- Media librarian (streaming media is the primary new skill)
- Personal librarian (provides/builds personalized services) – likely fits with embedded librarian
- Programmer (IT)
- Project manager
- Publisher and editor
- Social media manager

We also explored new services:

- Makerspace
- Research Data
- Publishing
- Data visualization
- Data management plans
- Data storage

- Making streaming video and other media available for class use
- Research study design

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acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Implementing Change and Innovation in Your Library:
A Course for Librarians and Staff at all Levels

Submitted by: Mark Emmons, Vice Chair, New Roles and Changing Landscapes Committee

Date submitted: June 8, 2017

Background

A course in building the innovative library is one of several initiatives that has grown out of NRCL discussions, particularly those related to the ACRL Plan for Excellence objective to "Equip library workforce at all levels to effectively lead, manage, and embrace change." In their deliberations about how to best address this objective, committee members recognized the following:

1. ACRL Consulting Services currently offer services related to leading and managing change
2. There is a significant body of literature in this area, from numerous disciplines (business, organizational psychology, higher education, etc.)
3. There are well-established programs designed to provide individual librarians with the leadership and management skills necessary to guide institutions through change, notably the Harvard Leadership Institute for Academic Librarians and the CLIR/EDUCAUSE Leading Change Institute.

The committee does not wish to duplicate these efforts, but seeks to find a gap in the current offerings that can be filled with a novel service and/or resource. This led us to the idea of a self-directed, self-paced, online course on facilitating and leading library innovation that would be taken by teams of library employees (in contrast to the leadership institutes that serve individual leaders). Content would likely include a variety of tools and strategies for implementing change and innovation. Depending on the model adopted, steps might include verifying organizational readiness, clarifying vision and values, identifying stakeholders, building relationships, recognizing/seeking opportunities, aligning interests, building capacity, and developing an action plan. The course would also include an emphasis on innovation and change as a collective process involving faculty, students, librarians, and staff. As part of the course development process, we envision crafting case studies of academic libraries who have successfully managed change on their campuses. The activities in the course would be interactive, would provide guiding questions designed to help librarians identify the unique challenges to and opportunities

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for change on their campuses, and would result in an actionable plan that libraries would use to manage change on their campuses. In addition, ACRL could offer a facilitated version of the course for libraries who preferred an outside party to lead the process (this could be ACRL Consulting Services or a library leader from another institution).

The committee drew inspiration for this type of experience from a number of sources, chief among them (1) the team-based, project-oriented approach of the Assessment in Action program, (2) the *Academic Library Value: The Impact Starter Kit* (see <http://meganoakleaf.info/workbook.html>), an activity-based resource developed by Megan Oakleaf to help librarians take the overarching themes identified in *The Value of Academic Libraries: A Comprehensive Research Review and Report* and apply them to their unique institutional environments, and (3) Dane Ward's work on innovation in academic libraries.

Stakeholders

Howard Prager, ACRL Senior Leadership and Change Strategist

LLAMA might serve as a partner. NRCL have not contacted or consulted with anyone in LLAMA.

Action Recommended

That the ACRL Board of Directors:

1. Approve in principal the overarching idea of creating a self-paced, self-directed online course centered on building an innovative library.
2. If approved, charge NRCL with developing a process to create and assess the library innovation course with anticipated budget and timeline.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

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☐ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Memo

To: ACRL Board of Directors
ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: June 6, 2017

Re: 3rd Quarter Budget Report, FY 2017

The attached spreadsheet details the performance for the third quarter FY2017, ending April 30, 2017. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY15 2nd quarter actual so comparisons between two budgets in non-ACRL conference years can be made.

Executive Summary

ACRL Total	FY17 3rd Q Actual	FY17 3rd Q Budget	Var.	FY15 3rd Q Actual	Var. FY15 to FY17
Revenues	\$4,124,878	\$3,744,557	\$380,320	\$4,039,173	\$85,705
Expenses	\$3,527,143	\$3,463,137	\$64,006	\$3,259,886	\$267,257
NET	\$597,735	\$281,421	\$316,314	\$779,287	(\$181,552)

CHOICE Total	FY17 3rd Q Actual	FY17 3rd Q Budget	Var.	FY16 3rd Q Actual	Var. FY16 to FY17
Revenues	\$1,896,069	\$2,086,245	(\$190,176)	\$1,783,243	\$112,827
Expenses	\$2,129,329	\$2,273,279	(\$143,951)	\$2,030,166	\$99,163
NET	(\$233,260)	(\$187,034)	(\$46,226)	(\$246,924)	\$13,664

ACRL AC17 Doc 6.0 (Also ACRL AC17 B&F Doc 4.0)

ACRL Revenues

Total revenues are \$4,124,878 against an April YTD budget of \$3,744,557 or 10% above budget. ACRL's 2017 Conference is the cause for this happy performance:

- As previously reported, the ACRL 2017 Conference in Baltimore set a new registration record with 3,499 face-to-face and more than 246 virtual registrants from all 50 states and 31 countries. The conference offerings attracted more than 1,320 first-time attendees, the highest recorded.
- Registration revenues were 13% over budget for a total of \$1,440,325 or \$171,172 more than budget.
- Exhibit revenues are showing 16% more than budget on the ALA report for a total of \$987,890. However, we suspect that about \$67,000 of this revenue consists of deposits to reserve space at the 2019 ACRL Conference and we are working with ALA Finance to reconcile this difference. If there are deposits for the 2019 Conference these will be deferred and recognized when the 2019 conference is held. Even if we move this, exhibit revenue will have still performed better than budget by \$68,312 or 8%.
- Fundraising for the conference was very successful with pledges totaling 47% more than budgeted for a total of \$335,300 collected against a budget of \$237,500. To date, 41% more than budgeted has been collected. ACRL Board members John Culshaw and Julia Gelfand are to be commended for their extraordinary fundraising work.

Here are highlights from ACRL's other major revenue streams:

- As noted in previous reports, the membership "bump" ACRL used to enjoy from a conference has long disappeared; in fact, membership is 4% below budget with total dues of \$424,885 against a budget of \$441,649. In part, the profession is shrinking and in part individuals prefer to participate in an a la carte way.
- Book sales are down, due in part to slow sales through outside sales channels, but with revenues of \$212,527 through April, and five new books set to publish by the end of FY17, we should hit the reforecasted revenues of \$283,819.
- Sales of ACRL's *Trends & Statistics* are at budget and should exceed it by year end due to completing the next edition ahead of schedule.
- Print and online product advertising in all three ACRL serial publications (*C&RL*, *C&RL News*, and *RBM*) are above budget.
- Classified ad revenues are 9% above budget with gross revenues of \$273,994.
- The ACRL/CHOICE sponsored webinar program is doing well although ACRL's total e-learning revenues will be below budget. (see specifics in the CHOICE section)

ACRL Expenses

Expenses stand at \$3,527,143 against a budget of \$3,463,137 or 2% over budget. The increase is in part to cover the costs of more registrants at the ACRL Conference and increased postage as well as additional staff expenses due to some promotions. Web operating expenses are also higher than budgeted due to the development costs of switching ACRL journals from HighWire to ALA's Open Journals System. These are one-time costs. By FY18 we expect a reduction in the monthly journal hosting fees and the fees ACRL is paying support ALA.

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ACRL's overhead payment to ALA has already exceeded budget to date by 11% contributing \$698,604 as of April. Revenues from the ACRL RBMS Conference and the summer institutes will add to the overhead contribution.

ACRL Net revenue

Net revenues of \$597,735 are better than the \$281,421 budgeted by \$316,314 or 112% better than budget. We will continue to monitor revenues and expenses to meet or exceed the projected net as we continue to intentionally spend down the net asset balance by investing in programs and services that address member needs. One example of this is the Action Oriented Research Agenda update we commissioned; full payment of this project will be at the end of this fiscal year.

ACRL LTIs

ACRL's Long Term Investments (LTI) showed a net gain since September of \$212,580 at the end of April standing at \$3,780,461. The April ending net asset balance for the ACRL LTI is \$3,531,386 a \$198,406 increase from the beginning net asset balance of \$3,332,978. Also of note, the Leab endowment increased in value to \$50,169, thereby meeting ALA's required minimum balance of \$50,000. The Atkinson endowment stands at \$167,111 at the end of April. The Oberly endowment is now at \$31,796; we are awaiting word from ALA Finance as to the attorney's opinion regarding ACRL subsuming the Oberly award into the ACRL LTI and guaranteeing an award payout as previously approved and recommended by ALA.

Choice Performance Discussion *and full-year forecast* Through April, FY17

Choice revenues

Through April, Choice net revenue from operations stands at -\$233,260 on revenues of \$1,896,069 and expenses of \$2,129,329. Revenues trail YTD budget by \$190,176, while expenses are ahead by \$143,951, leading to an overall shortfall of \$46,226 to budgeted net revenues of -\$187,034. Year-over-year, Choice unit revenue has improved by \$113K, offset by a \$99K increase in expenses.

	YTD Budget	YTD Actual	Var	Prior YTD	Var
TOTAL REVENUES	2,086,245	1,896,068	(190,177)	1,783,244	112,824
TOTAL EXPENSES	2,273,279	2,129,329	143,950	2,030,167	(99,162)
NET REVENUES	(187,034)	(233,261)	(46,227)	(246,923)	13,662

Full-year forecasts may be found at the conclusion of this report.

Subscriptions: Buoyed by its redesign, subscriptions to Choice Reviews are outpacing FY16 performance by 19%, but even this satisfying rebound cannot keep pace with the "exuberance" of the FY17 budget, which had been predicated on an FY16 performance that failed to materialize. Even so, circulation is trending upward and as of this writing has topped 1,200 institutions for the first time in five years, fueled in part by an aggressive telemarketing campaign and outreach to delinquent accounts. We anticipate ending the year at approximately \$700K, some 85% of budget but \$46K better than a year ago.

ACRL AC17 Doc 6.0
(Also ACRL AC17 B&F Doc 4.0)

Choice reviews in print format—Choice magazine and Choice Reviews on Cards—are again this year declining in a predictable fashion, with revenues down 5% and 8% against budget but 13% and 19% less than at this time a year ago. In February, Choice magazine circulation slipped under a thousand for the first time in decades, while Reviews on Cards are now used at a mere 212 institutions, down from almost 400 five years ago.

	YTD Budget	YTD Actual	Var	Prior YTD	Var	% Prior
<i>Choice Magazine</i>	315,333	\$300,666	(14,667)	346,505	(45,839)	86.77%
<i>Reviews on Cards</i>	86,198	\$79,185	(7,013)	97,594	(18,409)	81.14%
Subtotal: <i>Choice Print</i>	401,531	379,851	(21,680)	444,099	(64,248)	85.53%
					0	
<i>Choice Reviews Online</i>	547,385	466,909	(80,476)	391,218	75,691	119.35%
Subtotal: <i>All Choice</i>	948,916	846,760	(102,156)	835,317	11,443	101.37%
			0		0	
<i>Resources for College Libraries</i>	112,667	101,147	(11,520)	90,616	10,531	111.62%
Total Subscriptions	1,061,583	947,907	(113,676)	925,933	21,974	102.37%

Resources for College Library subscriptions, here shown increased over the performance report by \$55,555 to correct for a coding error, are somewhat higher than anticipated versus budget. Equally significant, they are approximately \$10.5K ahead of this time a year ago, representing, we hope, a renewed interest in selling the product at ProQuest. In recent months ProQuest has named a new marketing director for RCL and has worked with us to coordinate our messaging in ads and at trade shows. Our recent efforts to rekindle the sales and marketing relationship with ProQuest appear to be bearing some fruit in this regard.

Advertising: Choice advertising efforts are moving strongly to the upside during the second half of this year. Print (magazine) ads, which trailed prior year by a consistent 15% during the period September to February, are now recovering, a change that is not yet fully apparent on the performance report for April. With the advantage of now being able to see print performance through the entire fiscal year (the August issue having just been closed), I can report that print advertising will end the year at \$450K in gross sales, 7% ahead of prior year and only 7% below our aggressive FY17 budget.

Net digital advertising revenue, which includes banner ads on Choice Reviews, eblasts, and our five newsletters, is 17% (\$19K) ahead of budget through April. Looking ahead to the end of the year, we forecast gross digital sales (before commissions) of approximately \$190,000, \$26K ahead of prior year and almost 6% ahead of budget.

Webinars: Choice-ACRL sponsored webinars continue to be a rousing success. The 23 webcasts produced through April have garnered 16,729 registrations and 6,017 attendees, netting Choice \$71K after the 60%/40% revenue split with ACRL. This is \$5K ahead of budget and \$15,700 ahead of this time last year. Gross bookings through the end of the year currently stand at \$203,500, representing FY17 net revenue, before commissions, of \$122,100 for Choice (60% of gross), against a budget of \$99,000.

Licensing: With the exception of negligible royalties on reprints, etc., shown on the table below in row 1, our royalty revenues derive from two streams: licensing of Choice reviews and licensing of RCL lists.

ACRL AC17 Doc 6.0
(Also ACRL AC17 B&F Doc 4.0)

	YTD Budget	YTD Actual	Var	Prior YTD	Var	% Prior
Choice (CCC, reprints, etc.)	200	6,129	5,929	1,243	4,886	493.08%
Choice Reviews (Licensing)	346,678	283,493	(63,185)	270,327	13,166	104.87%
Resources for College Libraries	82,583	54,000	(28,583)	65,964	(11,964)	81.86%
Total Royalties	429,461	343,622	(85,839)	337,534	6,088	101.80%

Choice reviews, shown here corrected to back out the \$55K miscoded as RCL subscription revenue (see above) are running behind budget as of April, largely owing to timing of royalty payments. In all likelihood, and barring unusual delays in payment, Choice review royalties will finish the year ahead of budget at \$537K on a budget of \$520K. Worth noting again is that the ProQuest/Syndetics royalty payments under the new contract have been front-loaded to minimize (eliminate, actually) impact on the FY17 budget. To offset this, we can expect a corresponding hit of \$45K to Choice reviews licensing royalties from Syndetics in FY18.

The failure of ProQuest's Intota library management system means the loss of the royalty revenue—\$108K annually—from the licensing of RCL inside that product. This loss will erase some \$54K in budgeted royalties in project 3905 in the second half of this fiscal year and the full \$108K in FY18. Overall, then, royalty revenue for FY18, budgeted at \$644K, will finish the year around \$622K, a shortfall of approximately \$23K.

Choice expenses

On the expense side, we have begun to see significant savings from recent operational changes, reflected principally in publication-related expenses. Our decision to leave BrightKey is saving us roughly \$3K/month in fulfillment costs; bringing webinar production in house will save us almost \$30K this year; printing costs are down owing to reduced print runs (a mixed blessing); a change in our postage service will reduce mailing costs in the second half of the year; and the new Choice Reviews has allowed us to eliminate workflow redundancies, yielding sharply curtailed freelance editorial costs. Salaries are up over prior year owing to the addition of a web developer but still sharply lower than budget on account of positions left unfilled (and partially offset by increases in professional service charges at line 5110). Operating costs are on budget but higher the prior year owing largely to (1) the calendarization of amortization costs, (2) depreciation of capital investments, and (3) reference materials, simply a matter of timing. Overall, direct expenses are running \$155K (7%) better than budget.

	YTD Budget	YTD Actual	Var	Prior YTD	Var	% Prior
Payroll and Related Expenses	1,180,367	\$1,068,840	111,527	866,542	(202,298)	123.35%
Outside Services	179,369	\$216,959	(37,590)	309,843	92,884	70.02%
Travel and Related Expenses	35,283	\$36,681	(1,398)	27,543	(9,138)	133.18%
Meetings and Conferences	15,170	\$6,484	8,686	7,077	593	
Publication-related Expenses	289,677	\$220,299	69,378	322,953	102,654	68.21%
Operating Expenses	296,898	\$292,129	4,769	254,426	(37,703)	114.82%
Subtotal Direct Expenses	1,996,764	1,841,392	155,372	1,788,384	(53,008)	102.96%
Subtotal Indirect Expenses (IUTs)	(49,558)	(7,664)	(41,894)	(27,979)	(20,315)	27.39%
IUT/Overhead	275,915	250,281	25,634	222,776	(27,505)	112.35%
IUT/Allocations (Liberty Square)	42,381	37,543	4,838	42,785	5,242	87.75%
UBIT	7,777	7,777	0	4,201	(3,576)	185.12%
Subtotal Overhead	326,073	295,601	30,472	269,762	(25,839)	109.58%
TOTAL EXPENSES	2,273,279	2,129,329	143,950	2,030,167	(99,162)	104.88%

Full-year Forecast

With a better understanding of the savings our changes are bringing on the expense side, and with a late-year surge in advertising and webinar revenue, we are now forecasting full-year performance very close to budget. The table on the following page details our expected performance.

Choice FY18 Forecast as of 1 June 2017:

ACRL AC17 Doc 6.0
(Also ACRL AC17 B&F Doc 4.0)

ITEM		FY17F	FY17B	Var to B	%
TOTAL REVENUES		2,970,552	3,129,468	(158,915)	
TOTAL EXPENSES		3,239,528	3,385,368	145,840	
NET REVENUES		(268,975)	(255,900)	(13,075)	
REVENUE					
Subscriptions					
	Choice Magazine	449,350	473,000	(23,650)	95%
	Reviews on Cards	118,953	129,297	(10,344)	92%
	Subtotal: Choice Print	568,303	602,297	(33,994)	94%
	Choice Reviews Online	697,916	821,078	(123,162)	85%
	Subtotal: All Choice	1,266,220	1,423,375	(157,155)	89%
	Resources for College Libraries	150,000	169,000	(19,000)	89%
	CC Advisor		0		
4110	Total Subscriptions	1,416,220	1,592,375	(176,155)	89%
Advertising					
	Net Sponsored Webinars	114,492	93,060	21,432	123%
	Net Advertising	637,802	646,826	(9,024)	99%
Royalties					
	Choice (CCC, reprints, etc.)	6,100	400	5,700	1525%
	Choice Reviews (Licensing)	537,131	520,017	17,114	103%
	Resources for College Libraries	78,500	123,875	(45,375)	63%
4421	Total Royalties	621,731	644,292	(22,561)	96%
Other Revenue					
4109	Misc. Sales	88,000	86,975	1,025	101%
4490	Misc. Revenue (remaindered)	85,000	60,000	25,000	142%
	Total Other Revenue	173,000	146,975	26,025	118%
TOTAL REVENUES		2,970,552	3,129,468	(158,915)	95%
EXPENSES					
	Payroll and Related Expenses	1,611,201	1,770,551	159,350	91%
	Outside Services	325,555	269,054	(56,501)	121%
	Travel and Related Expenses	55,571	52,925	(2,646)	105%
	Meetings and Conferences	22,755	22,755	0	100%
	Publication-related Expenses	347,012	433,765	86,753	80%
	Operating Expenses	436,440	445,347	8,907	98%
	Subtotal Direct Expenses	2,798,535	2,994,397	195,862	93%
	Subtotal Indirect Expenses (IUTs)	(20,000)	(98,140)	(78,140)	20%
	IUT/Overhead	392,113	413,874	21,761	95%
	IUT/Allocations (Liberty Squa	57,215	63,572	6,357	90%
	UBIT	11,665	11,665	0	100%
	Subtotal Overhead	460,993	489,111	28,118	94%
TOTAL EXPENSES		3,239,528	3,385,368	145,840	96%

	A	G	H	I	J	K	L	M	N
1	6/8/2017 15:01	FY 2017	FY 2017	FY 2017	% Variance	% Variance	FY 2015	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	3rd Quarter	3rd Quarter	From		3rd Quarter	From Last	From Last
3			Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept 1: ACRL Op. Reserve	\$4,389,385	\$4,389,385	\$4,389,385	N/A	N/A	\$4,324,706	\$64,679	1.47%
6	Reserve Sept 1: ACRL LTI (inc. award LTIs)	\$3,567,882	\$3,567,882	\$3,567,882	N/A	N/A	\$3,040,255	\$527,627	14.79%
7	Reserve Sept 1: CHOICE Op. Reserve	\$2,648,059	\$2,648,059	\$2,648,059	N/A	N/A	\$2,884,451	(\$236,392)	-8.93%
8	Reserve Sept 1: CHOICE LTI	\$849,197	\$849,197	\$849,197	N/A	N/A	\$895,640	(\$46,443)	-5.47%
9									
10	Subtotal	\$11,454,523	\$11,454,523	\$11,454,523	N/A	N/A	\$11,145,052	\$309,471	2.70%
11	ACRL LTI net interest (w/o award LTI)	\$114,859	(\$31,823)	\$198,408	\$230,231	723.47%	\$78,044	\$120,364	60.66%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$651,486	\$441,649	\$424,885	(\$16,764)	-3.80%	\$439,316	(\$14,431)	-3.28%
15	Standards	\$85,000	\$42,917	\$48,025	\$5,108	11.90%	\$5,344	\$42,681	798.66%
16	Misc. Donations	\$0	\$0	\$3,500	\$3,500	N/A	\$35,775	(\$32,275)	N/A
17	Awards	\$13,200	\$3,300	\$1,000	(\$2,300)	N/A	\$3,300	(\$2,300)	N/A
18	Special Events	\$12,500	\$4,500	\$10,280	\$5,780	128.44%	\$7,427	\$2,853	38.41%
19	Diversity Alliance			\$14,450					
20	Subtotal	\$762,186	\$492,365	\$502,139	\$9,774	1.99%	\$491,162	\$10,977	2.23%
21									
22	PUBLICATIONS								
23	CHOICE	\$3,129,468	\$2,086,245	\$1,896,069	(\$190,176)	-9.12%	\$1,783,243	\$112,827	6.33%
24	C&RL	\$12,240	\$9,058	\$18,860	\$9,803	108.23%	\$10,017	\$8,843	88.28%
25	C&RL News	\$547,493	\$373,192	\$424,517	\$51,325	13.75%	\$415,873	\$8,644	2.08%
26	RBM	\$36,182	\$18,824	\$19,316	\$492	2.61%	\$23,461	(\$4,145)	-17.67%
27	Nonperiodical Publications	\$318,007	\$240,007	\$177,731	(\$62,276)	-25.95%	\$176,947	\$784	0.44%
28	Library Statistics	\$109,974	\$72,840	\$72,827	(\$13)	-0.02%	\$66,651	\$6,176	9.27%
29									
30	Subtotal	\$4,153,364	\$2,800,166	\$2,609,320	(\$190,845)	-6.82%	\$2,476,192	\$133,129	5.38%
31									
32	EDUCATION								
33	*Institutes & Liscensed Workshops	\$260,524	\$15,750	\$47,950	\$32,200	204.44%	\$90,055	(\$42,105)	-46.75%
34	ACRL Conference	\$2,394,319	\$2,420,752	\$2,725,930	\$305,178	12.61%	\$2,637,962	\$87,968	3.33%
35	Pre-Conferences & Workshops	\$205,844	\$15,000	\$48,495	\$33,495	223.30%	\$15,010	\$33,485	223.08%
36	Annual Conference Programs	\$16,000	\$6,400	\$14,300	\$7,900	N/A	\$7,700	\$6,600	85.71%
37	Web-CE	\$121,200	\$80,369	\$72,812	(\$7,557)	-9.40%	\$104,335	(\$31,523)	-30.21%
38									
39	Subtotal	\$2,997,887	\$2,538,272	\$2,909,487	\$371,216	14.62%	\$2,855,062	\$54,425	1.91%
40									
41	FUNDED PROJECTS								
42	IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$37,991	(\$37,991)	-100.00%
43	IMLS Cost Share	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
44	SPECIAL PROGRAMS								
45	Friends of ACRL-Restricted	\$0	\$0	\$61,150	\$61,150	N/A	\$28,087	\$33,063	117.72%
46	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
47									
48	TOTAL REVENUE	\$7,913,437	\$5,830,803	\$6,020,947	\$190,144	3.26%	\$5,822,416	\$198,531	3.41%
49									
50	CHOICE REVENUE	\$3,129,468	\$2,086,245	\$1,896,069	(\$190,176)	-9.12%	\$1,783,243	\$112,827	6.33%
51									
52	TOTAL REV. W/O CHOICE	\$4,783,969	\$3,744,557	\$4,124,878	\$380,320	10.16%	\$4,039,173	\$85,705	2.12%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,389,650	\$1,323,805	\$1,398,947	\$75,142	5.68%	\$1,401,211	(\$2,264)	-0.16%
55									

	A	G	H	I	J	K	L	M	N
56		FY 2017	FY 2017	FY 2017	\$ Variance	% Variance	FY 2015	\$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	3rd Quarter	3rd Quarter	From	From	3rd Quarter	From Last	From Last
58			Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
59	MEMBERSHIP ACTIVITIES								
60	Membership Services*	\$129,462	\$87,015	\$72,029	(\$14,986)	-17.22%	\$71,748	\$281	0.39%
61	Exec. Ctte. & Board	\$251,895	\$70,367	\$79,566	\$9,199	13.07%	\$64,555	\$15,011	23.25%
62	Advisory	\$87,923	\$24,263	\$27,533	\$3,270	13.48%	\$8,528	\$19,005	222.86%
63	Standards	\$6,948	\$2,169	\$2,680	\$511	23.54%	\$5,780	(\$3,100)	-53.63%
64	Awards	\$38,844	\$3,101	\$4,812	\$1,711	55.19%	\$2,127	\$2,685	126.25%
65	Chapters	\$27,567	\$7,942	\$1,970	(\$5,972)	-75.19%	\$5,864	(\$3,894)	-66.40%
66	Committees	\$144,035	\$3,687	\$6,087	\$2,399	65.06%	\$5,372	\$715	13.30%
67	Sections	\$99,876	\$14,401	\$7,551	(\$6,850)	-47.57%	\$12,187	(\$4,636)	-38.04%
68	C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
69	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
70	Liaisons to Higher Ed. Organizations	\$67,505	\$35,510	\$24,384	(\$11,126)	-31.33%	\$18,401	\$5,983	32.51%
71	Special Events	\$23,297	\$7,360	\$5,030	(\$2,330)	-31.66%	\$6,446	(\$1,416)	-21.97%
72	Information Literacy	\$123,795	\$76,867	\$39,694	(\$37,173)	-48.36%	\$11,589	\$28,105	242.51%
73	Scholarly Communications	\$91,827	\$32,073	\$26,355	(\$5,718)	-17.83%	\$27,192	(\$837)	-3.08%
74	Value of Academic Libraries	\$85,894	\$0	\$16,390	\$16,390	N/A	\$1,081	\$15,309	1416.18%
75	Government Relations	\$44,894	\$9,500	\$12,186	\$2,686	28.27%	\$5,900	\$6,286	106.54%
76	Scholarships	\$98,500	\$67,190	\$60,025	(\$7,165)	N/A	\$53,595	\$6,430	N/A
77	Annual Conference Programs	\$56,396	\$0	\$3	\$3	N/A	\$3,151	(\$3,148)	-99.90%
78	Diversity Alliance			\$492					
79	Subtotal	\$1,378,658	\$441,444	\$386,295	(\$55,149)	-12.49%	\$303,516	\$82,779	27.27%
80									
81	SPECIAL PROJECTS								
82	Friends of ACRL--Restricted	\$0	\$0	\$61,150	N/A	N/A	\$0	N/A	N/A
83	Friends of ACRL--Operating	\$79,753	\$17,544	\$13,339	N/A	N/A	\$15,925	(\$2,586)	-16.24%
84									
85									
86	Subtotal	\$79,753	\$17,544	\$13,339	(\$4,204)	-23.97%	\$15,925	(\$2,586)	-16.24%
87									
88	PUBLICATIONS								
89	CHOICE	\$3,385,367	\$2,273,279	\$2,129,329	(\$143,951)	-6.33%	\$2,030,166	\$99,163	4.88%
90	C&RL	\$64,819	\$16,102	\$15,591	(\$511)	-3.17%	\$14,926	\$665	4.46%
91	C&RL News	\$507,269	\$179,251	\$173,581	(\$5,670)	-3.16%	\$151,484	\$22,097	14.59%
92	RBM	\$34,617	\$14,830	\$15,789	\$959	6.47%	\$14,210	\$1,579	11.11%
93	Nonperiodical Publications	\$280,049	\$110,760	\$84,401	(\$26,359)	-23.80%	\$101,542	(\$17,141)	-16.88%
94	Library Statistics	\$98,741	\$58,842	\$34,406	(\$24,435)	-41.53%	\$64,790	(\$30,384)	-46.90%
95									
96	Subtotal	\$4,370,862	\$379,786	\$2,453,098	\$2,073,312	545.92%	\$2,377,118	\$75,980	3.20%
97									
98	EDUCATION								
99	Institutes	\$240,531	\$24,763	\$55,364	\$30,601	123.57%	\$69,963	(\$14,599)	-20.87%
100	ACRL Conference	\$2,114,427	\$1,839,853	\$1,808,566	(\$31,286)	-1.70%	\$1,658,703	\$149,863	9.03%
101	Pre-Conf & Workshops	\$200,509	\$17,016	\$19,318	\$2,302	13.53%	\$24,529	(\$5,211)	-21.25%
102	Web-CE	\$80,000	\$35,383	\$18,188	(\$16,065)	-45.40%	\$30,253	(\$10,935)	-36.15%
103									
104	Subtotal	\$2,635,467	\$1,917,015	\$1,901,437	(\$15,578)	-0.81%	\$1,783,448	\$117,989	6.62%
105									
106	FUNDED PROJECTS								
107	IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$870	\$870	N/A	\$10,892	(\$10,022)	-92.01%
108	IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$37,991	(\$37,991)	-100.00%
109									
110	**UNALLOCATED ADMIN. EXPENSES**	\$0	\$707,348	\$901,433	\$194,084	27.44%	\$799,152	\$102,281	12.80%
111	TOTAL EXPENSES	\$8,464,740	\$5,736,416	\$5,656,472	(\$79,944)	-1.39%	\$5,290,051	\$366,421	6.93%
112	CHOICE EXPENSES	\$3,385,367	\$2,273,279	\$2,129,329	(\$143,951)	-6.33%	\$2,030,166	\$328,430	4.88%
113									
114	TOTAL EXP. W/O CHOICE	\$5,079,373	\$3,463,137	\$3,527,143	\$64,006	1.85%	\$3,259,886	\$267,257	8.20%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$2,964,946	\$1,623,284	\$1,718,577	\$95,292	5.87%	\$1,601,183	\$117,394	7.33%
117									

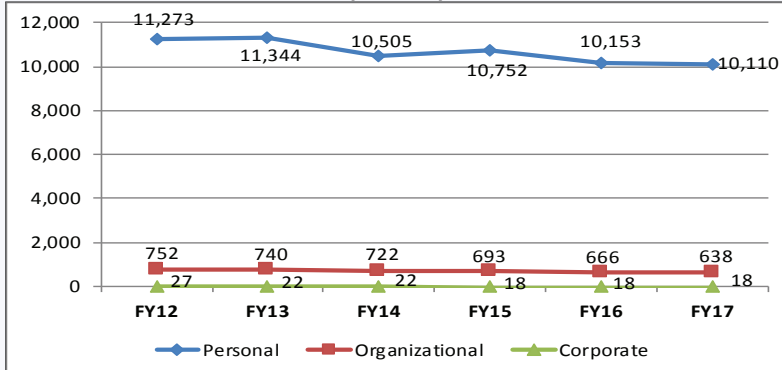
	A	G	H	I	J	K	L	M	N
118		FY 2017	FY 2017	FY 2017	\$ Variance	% Variance	FY 2015	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	3rd Quarter	3rd Quarter	From	From	3rd Quarter	From Last	From Last
120			Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
121	ACRL net w/out CHOICE	(\$295,404)	\$281,421	\$597,735	\$316,314	112.40%	\$779,287	(\$181,552)	-23.30%
122	CHOICE net	(\$255,899)	(\$187,034)	(\$233,260)	(\$46,226)	24.72%	(\$246,924)	\$13,664	5.53%
123	Added to CHOICE LTI	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
124	CHOICE ending net asset balance	\$2,392,160	\$2,461,025	\$2,414,800	(\$46,225)	-1.88%	\$2,637,528	(\$222,727)	-8.44%
125	Added to ACRL LTI	\$250,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
126	ACRL ending net asset balance	\$3,843,981	\$4,670,806	\$4,987,120	\$316,314	6.77%	\$5,103,993	(\$116,873)	-2.29%
127	ACRL mandated operating reserve	\$886,316	\$886,316	\$886,316	\$0	0.00%	\$863,210	\$23,107	2.68%
128									
129	*Note: In FY10, Education category "Professional Development" renamed "Institutes" which inc. the National Immersion Inst., regional Immersion Inst., and Immersion Assessment projects. The RBMS regional workshops project is now reflected in the Pre-Conferences & Workshops category in line 106.								
130	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.								
131	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.								
132	ENDING RESERVE LEVELS								
133	ACRL ending net asset balance	\$3,843,981	\$4,670,806	\$4,987,120	(\$316,314)	-6.77%	\$5,103,993	(\$116,873)	-2.29%
134	ACRL LTI Funds (inc. award LTIs)	\$3,942,622	\$3,651,042	\$3,780,462	(\$129,420)	-3.54%	\$3,174,466	\$605,996	19.09%
135	CHOICE ending net asset balance	\$2,392,160	\$2,461,026	\$2,414,801	\$46,225	1.88%	\$2,637,528	(\$222,726)	-8.44%
136	CHOICE LTI Fund	\$889,736	\$876,223	\$890,985	(\$14,762)	-1.68%	\$925,971	(\$34,986)	-3.78%
137									
138	MEMBERSHIP ACTIVITIES NET	(\$616,472)	\$50,921	\$115,844	(\$64,923)	127.50%	\$187,646	(\$71,802)	-38.26%
139	PUBLICATIONS NET	\$38,401	\$334,135	\$389,482	(\$55,348)	16.56%	\$345,997	\$57,149	12.57%
140	EDUCATION NET	\$362,420	\$621,257	\$1,008,050	(\$386,794)	-62.26%	\$1,071,614	(\$63,564)	-5.93%
141									
142									
143									
144									
145									
146									
147									
148	DEFINITIONS								
149	Lines 5 and 7 represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.								
150									
151	Lines 6 and 8 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
152									
153	Line 10, the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.								
154									
155	Line 14 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
156									
157	Line 33 is the total revenue from the Immersion Institutes.								
158									
159	Line 35 is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
160									
161	Line 53 represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs (Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).								
162									
163	Line 54 shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).								
164									
165	Line 99 shows total expense from the Immersion Institutes.								
166									
167	Line 104 shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
168									
169	Line 111 represents the total expenses shown on subtotal lines for membership activities (Line 79), special projects (Line 86), publications (Line 96), education (Line 104), funded projects (Line 107), and unallocated administrative expenses (Line 110).								
170									
171	Line 114 shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.								
172									
173	Line 116 shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).								
174									
175	Line 121 shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.								
176									
177	Line 122 shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.								
178									
179	Line 123 shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.								
180									
181	Line 135 – CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
182									
183	Line 127 shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.								
184									
185	Line 133 – ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without CHOICE, minus Line 125, funds added to ACRL long-term investment.								
186									
187									
188									
189									
190									

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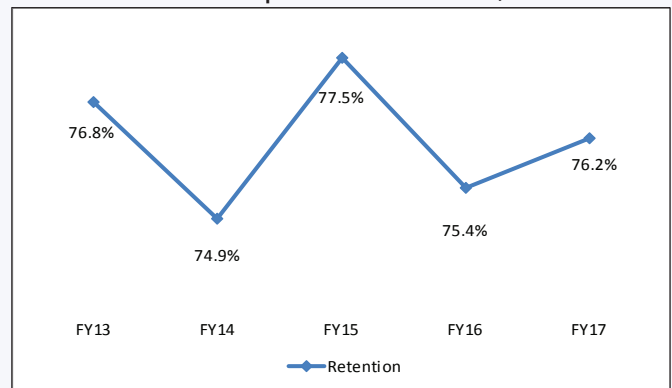
ACRL Dashboard Metrics

Membership

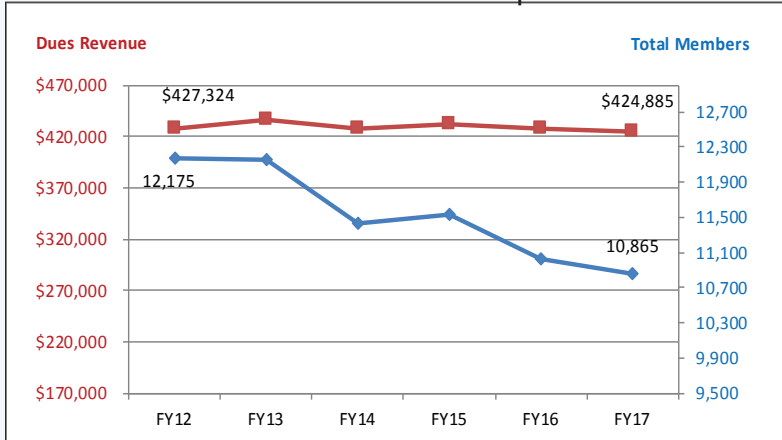
1. ACRL Membership Composition, FY12–FY17



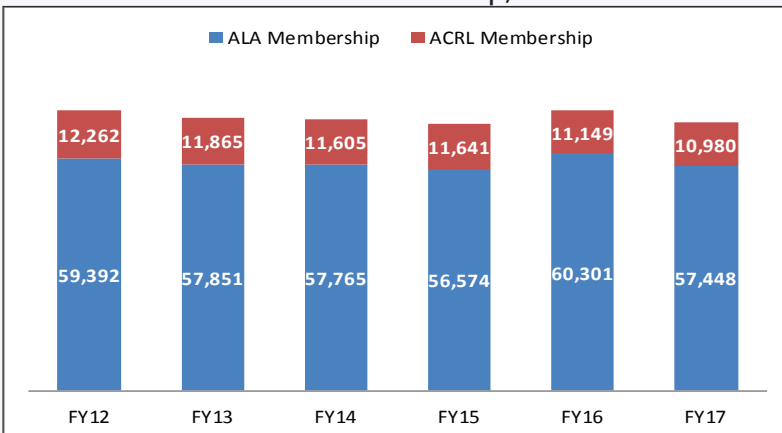
2. YTD Membership Retention Rates, FY13–FY17



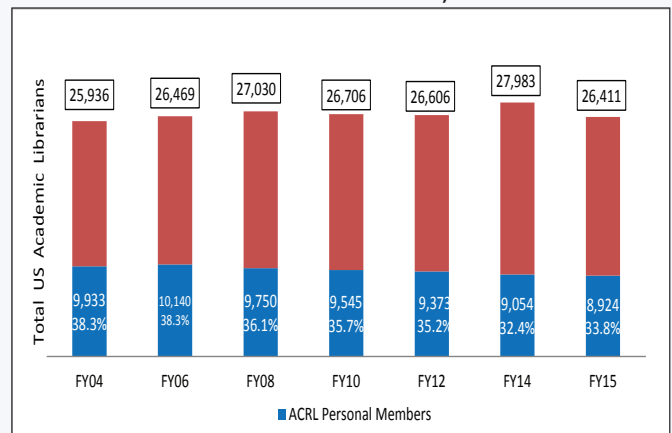
3. ACRL Dues Revenue & Membership FY12–FY17



4. ALA vs ACRL Membership, FY13–FY17

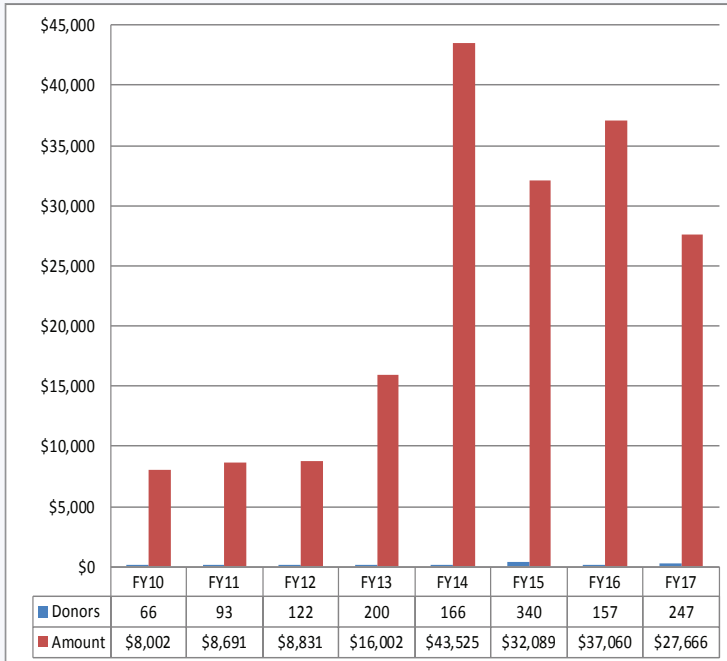


5. ACRL Market Penetration, FY04–FY15



Friends of ACRL

6. Friends of ACRL Donors & Donations

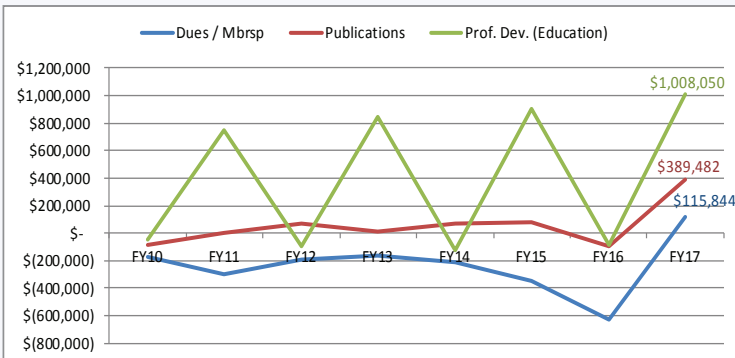


FRIENDS
OF ACRL

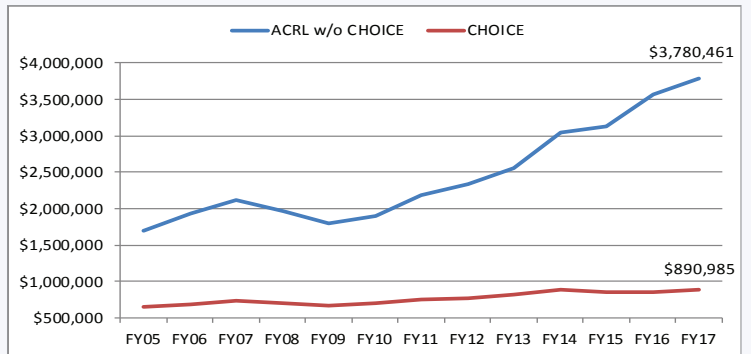
Chart 6: FY17 based on June 7, 2017 data

Budget

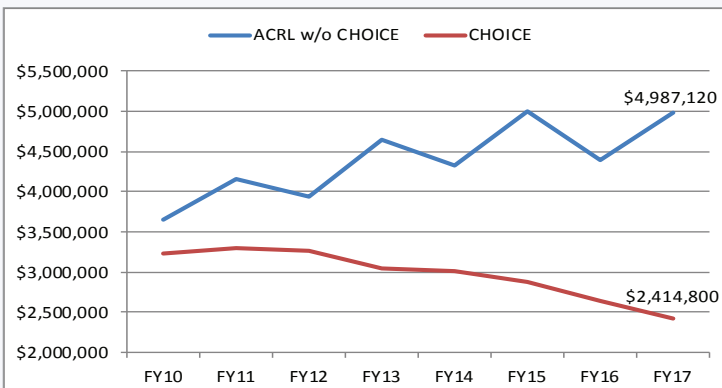
7. Net of Business Lines



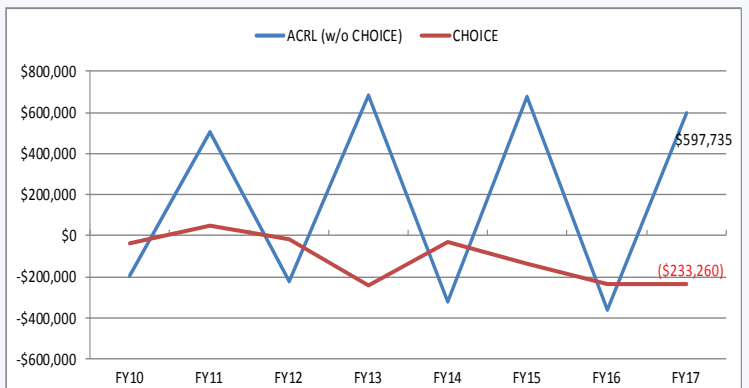
8. LTIs ACRL (inc. award endowments) & CHOICE



9. ACRL & CHOICE Net Asset Balance



10. ACRL & CHOICE Net Revenues



Charts 7–10: FY17 data based on April 2017 reports.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Draft Board of Directors Action Form

To: ACRL Board of Directors
Subject: ACRL FY18 Budget
Submitted by: John Lehner, ACRL Budget and Finance Committee Chair
Date submitted: June 2017

BACKGROUND:

The ACRL Budget and Finance Committee discussed the FY18 budget during its two committee meetings at the 2017 ALA Annual Conference in Chicago. This recommendation reflects the changes made to the FY18 preliminary budget presented at the 2017 Midwinter Meeting and was approved by the Budget and Finance Committee at its meeting on Monday June 26, 2017.

ACTION RECOMMENDED:

That the ACRL Board of Directors approves the Budget and Finance Committee's recommendation for the ACRL FY18 budget with:

- ACRL Revenues \$2,500,069
- ACRL Expenses \$3,565,731
- ACRL NET (\$1,065,662)

- Revenues \$2,982,030
- Expenses \$3,212,114
- NET (\$230,084)

STRATEGIC GOAL AREA SUPPORTED:

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

MOTION: ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

ACRL AC17 Doc 8.1
(Also ACRL AC17 B&F Doc 7.0)

Association of College & Research Libraries A
division of the American Library Association 50 E.
Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



To: ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director Date:

June 13, 2017

Re: Overview of FY18 budget

cc: ACRL Board of Directors

Executive Summary

ACRL TOTAL	FY18 Budget	FY16 Actual	\$ Var from Actual	% Var from Actual
Revenues	\$2,500,069	\$2,616,463	\$116,394	-5%
Expenses	\$3,565,731	\$2,979,193	(\$586,538)	16%
NET	(\$1,065,662)	(\$362,730)	\$702,932	66%

CHOICE TOTAL	FY18 Budget	FY17 Budget	\$ Var from FY17B	% Var from FY17B
Revenues	\$2,982,030	\$3,129,468	(\$147,438)	-4.71%
Expenses	\$3,212,114	\$3,385,620	173,506	5.12%
NET	(\$230,084)	(\$265,152)	\$26,068	10.18%

ACRL Budget overview

The attached spreadsheets document anticipated revenues and expenses for FY18 by project, based on the budget assumptions as developed by staff and the Budget & Finance Committee, and then revised and approved by the ACRL Board at its 2016 fall meeting. A few additional changes were made by staff to the budget assumptions as they began to develop the FY18 budget; they are highlighted on the revised budget assumptions document (#18.0) and on the changes since Midwinter document (#8.0) An overall executive summary identifies revenues and expense in the three main areas of membership dues and services, publications, and professional development.

The strategic executive summary summarizes the budget by Plan for Excellence goals and enabling programs and services providing a quick glance at how strategically ACRL's resources are allocated.

ACRL AC17 Doc 8.1 *(Also ACRL AC17 B&F Doc 7.0)*

For those new to the ACRL budget, it is important to remember that ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are always expected to have some deficit to cover the planning expenses for the next ACRL Conference, while fiscal years ending in an odd number should have net revenues that cover all of the planning expenses from the previous year as well as excess revenues that support member programs and services. FY18 is not an ACRL Conference year so we would expect to see a deficit to cover the planning of the ACRL Conference. The Board and Budget & Finance committee have also expressed interest in strategically spending down more of ACRL's net asset balance, to improve programs and services to members. As of April 30, 2017, ACRL's net asset balance stood at \$4,987,120.

Although this deficit is intentional, it is important to realize that both dues and some publishing revenue streams continue to be depressed. ACRL is more dependent on revenue from its professional development programs, although we have seen an uptick in revenues generated by classified advertising and online advertising.

FY18 revenue streams

As we consider ACRL's three standard revenue streams, here is how we projected for FY18:

- **Membership dues.** The number of ACRL members has been declining, so membership was budgeted using the FY16 actual as a base with August 2016 membership of 10,592 (418 members less than 11,010 at the close of August 2014). ACRL membership typically decreases in a non-conference year, and based on recent experience we budgeted a 5% decrease over FY17 (projected to be 10,294). This initial draft of the budget does not include a dues increase, which could be factored in after the Board and Budget & Finance Committee discuss it.
- **Publications** are budgeted with flat or declining revenues, for some areas and increasing for others. Subscriptions revenues are budgeted to decline by about 10%, and online ads are having a small rebound in FY17 so we budgeting flat sales in FY18. Book sales are budgeted at a 4% decline from FY16 levels as that was a blockbuster year and FY17 is off to a slow start. Classified ad revenues continue to grow and are budgeted at a 13% increase over FY16 based on past performance and to make up for the fact that there was a "lag" in revenue recognition as we transitioned from an in-house database to outsourcing.
- **Education** revenues are down more than \$2 million from FY17 because ACRL is not holding its biennial ACRL Conference. The FY18 budget includes \$610,164 in gross education revenues. Web CE revenues are shown at a significant decrease from the FY16 actuals, as we adjusted the ACRL/CHOICE revenue/expense split to 15/85 to more accurately reflect CHOICE's lead on this initiative. Also included in this budget are more revenues from licensed workshops—there are now six in the ACRL portfolio and more interest in bringing education to the local institution.

ACRL continues to look to expand newer revenue streams in areas such as licensed workshops, consulting, and digital advertising in the forms of sponsored e-blasts, digital ads, etc. ACRL has always benefited from the in-kind donations of time and talent from its membership, which make it possible for ACRL to offer such a wide array of programs and services.

Major strategic initiatives

ACRL's good stewardship of its resources is helping the organization survive and thrive. ACRL started FY16 with a healthy net asset balance of \$5,002,115, due largely to the financial success of the ACRL 2015 Conference and in part to a smaller than expected deficit in FY15. These financial outcomes have enabled ACRL to pursue

ACRL AC17 Doc 8.1 (Also ACRL AC17 B&F Doc 7.0)

programmatic initiatives that support ACRL's Plan for Excellence strategic goal areas and invest in its enabling programs and services. Highlights include the Value of Academic Libraries (VAL) Initiative, scholarships, participation in the Library Copyright Alliance, the Scholarly Communications Road Shows, the new Framework for Information Literacy, along with ACRL's support of numerous legacy programs. ACRL contributed \$250,000 to its Long-Term Investment at the close of FY16 in addition to spending down on other strategic initiatives and conference planning.

- The FY18 budget extends many of these initiatives, e.g., \$95,372 is budgeted to further ACRL's Value of Academic Libraries initiatives. \$259,721 is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues), \$238,774 is budgeted for initiatives in research and scholarly environment and advocacy/government relations (which includes our membership in the Library Copyright Alliance and \$14,160 is budgeted to support ACRL's new roles and changing landscape initiative. Additionally, \$26,000 is budgeted for scholarships, \$7,500 to support a Spectrum Scholar and Emerging Leader, \$50,000 to fund potential additional projects to advance the Plan for Excellence, and \$45,000 for member research and development of a strong value proposition. To help address declining membership trends, ACRL has budgeted \$100,000 for membership promotion, retention, recruitment efforts, which may include hiring a marketing firm to help articulate the value of membership and create messaging. In the Spring, the ACRL Board approved \$200,000 for CHOICE OER project. To support the digitization of *C&RL News*, \$75,000 was added to the budget. This budget also includes the new full-time position to continue and expand ACRL's consulting and training services (started in FY17) and a new program coordinator position to manage the increasing virtual meetings as well as serve as staff liaison to chapters and interest groups. The cost for additional staffing is a strategic spend-down of the large net asset balance so that ACRL can continue to innovate programs and services of value to the members.
- Not shown in the operating budget is the FY18 and FY19 "swap" with Choice of \$350,000 each of the two years. The ACRL Board approved this "swap" during its Spring Meeting, April 28, 2017. ACRL will transfer from its net asset balance to CHOICE \$350,000 in FY18 and in FY19 to fund development of "Open Choice." In exchange Choice will transfer to ACRL's LTI \$350,000 each of those years. Staff is working with ALA Finance staff to show this "swap" as a debit of the net asset balance rather than an annual operating expense.
- At the close of FY18 after the budgeted transfers to Choice the budgeted net asset balance for ACRL should still be nearly \$3.8 million. (Note: the spreadsheet shows a smaller net asset balance as it uses two sets of budgeted numbers to start in FY18; actuals are better than budget, based largely on the successful ACRL 2017.)

Historical context for FY18 budget

Note: figures mentioned below shown after CHOICE discussion at end of document

As we consider the FY18 preliminary budget, it is helpful to consider it in its historical context. Figure 1 (attached) shows ACRL's net revenues since FY2009. The peaks are the years in which ACRL held its major conference; the valleys are the even years without the conference revenues. ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then net revenues in conference years have been about the same although this comparison will become more complicated as ACRL intentionally spends down some of its net asset balance. Figure 2 shows ACRL Conference revenue trends. Gross revenues and attendance continue to increase, and *net* revenues are increasing again after declining in 2009.

Figure 3 demonstrates the resurgence of some publishing revenue, but not to pre-recession levels. Previously, subscription and ad revenues covered all publication expenses and also subsidized member programs. *C&RL* and *C&RL News* switched to needing a subsidy from the member dues. *C&RL* will continue to need subsidies

ACRL AC17 Doc 8.1
(Also ACRL AC17 B&F Doc 7.0)

from other revenue streams, as its online ad revenue does not generate enough income to fully support the open access publication. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified advertising returning the *C&RL News* project once again to one with excess net revenues.

Figure 4 shows membership dues revenues for the past ten years. The positive effect of the dues increase approved in 2005 is quite evident. That dues increase also created a new member rate for students which is now \$41 and currently 6% of ACRL members are joining at the student rate. Of concern is the fact that ACRL membership continues to decline. We will continue to explore and seek professional assistance in articulating ACRL's value proposition. ALA is also seeing a drop in membership (if one removes the new Friends group category) and in revenues. ACRL will work with ALA to explore joint recruitment and retention opportunities.

Figure 5 shows the comparison of revenues/expenses by the three major categories for the last 5 years. A troubling trend is ACRL's increasing reliance on the ACRL Conference to support the organization, so we continue to seek to diversify sources of revenue.

Choice FY18 Budget Overview

With plans to revamp the Choice publishing unit continuing, the FY18 budget expands the range of revenue-generating services while at the same time revealing the effects of the ongoing transformation of academic publishing. Industry consolidation, the impact of technology on library functions, rising costs, and the availability of low-cost or free alternatives to the kinds of professionally curated content we provide are all taking their toll. For fiscal 2018 revenues of \$2,982,030 have been budgeted on expenses of \$3,212,114¹, for a net operating loss of \$230,084. Fiscal 2018 results are influenced heavily by the start of work on the OER project, *Open Choice*.

Table 1: Choice Publishing Unit FY18 Overview

ITEM	FY18B	FY17B	FY16	FY18B v FY17B	FY18B v FY16	FY15
TOTAL REVENUES	2,982,030	3,129,468	2,892,975	(147,438)	89,055	3,017,390
TOTAL EXPENSES	3,212,114	3,385,620	3,129,365	173,506	(82,749)	3,150,448
NET REVENUES	(230,084)	(256,152)	(236,390)	26,068	6,306	(133,058)

Please see the Budget Summary (tables 3 and 4) at the end of this document for details of the discussion that follows.

Open Choice

Expenses of \$673,241 have been budgeted in FY18 for work on *Open Choice*. These amounts are offset by a “contra” expense of \$550,000 at line 5560, for net spending of -\$123,241. The sources of the offset are (1) \$200,000 of the total \$275,000 subvention approved by the ACRL Board for this project at its 2017 Midwinter Meeting and (2) \$350,000 of the total \$700,000 in revenue provided the project by ACRL in exchange for a \$700,000 transfer of monies from the Choice to the ACRL LTI, as noted above in the ACRL section.

Detailed budgeting for this project is provided in the accompanying workbook, “Choice FY18B Budget Worksheet Annual Conference.xlsx” on the worksheet entitled “OER Detailed Budget.” The amounts shown there are included in the operating budget, shown in the workbook as project “OER.” Staff is working with ALA Finance to create an analogous project in the accounting system to track spending on *Open Choice*.

Choice Magazine and Cards

As has been true in recent years, circulation of print versions of our flagship product (*Choice* magazine, *Choice Reviews on Cards*) continues to deteriorate at approximately 9% year-over-year, with revenue decline, mitigated somewhat by price increases, approximating 5% annually. This pattern should continue in FY18, resulting in magazine subscription revenues of \$463,700 (against a slightly improved forecast for FY17) and card subscriptions of \$117,364.

Choice Reviews

Choice Reviews (the web-access database of reviews) subscriptions came in significantly under budget this past year (FY16), in part owing to revenue-recognition issues noted in previous discussions. The budget for the current year (FY17), built off expectations for last year, was created before this problem came to light and is thus significantly overstated. Accordingly, we have restated expectations for FY17, setting them at 105% of

¹ This year, salaries and benefits will be autocalculated by the accounting system. Expense figures reported in this document depend on internal Choice accounting tools and may vary from the final numbers.

actual subscription revenue in FY16, and have budgeted sales growth in FY18 at 105% of that, to yield \$718,840.

Overall, subscription revenue from all three Choice sources will grow to \$1,299,904.

Choice Royalties

Subsequent to the ALA Midwinter Meeting, the Books in Print/Syndetics license with ProQuest has been renegotiated, resulting in a year-over-year loss of \$34,310. As a result, budgeted royalties for the use of Choice reviews have been reduced from \$488,161 to \$453,851, as shown in project 3902.

Resources for College Libraries

The recently concluded negotiations with ProQuest for the renewal of this agreement resulted in the loss of our \$108K royalty for the use of RCL in the Intota library management system, beginning in January of this year. This action was the result of a decision at ProQuest to phase out Intota in favor of the more robust Alma system, which came to ProQuest as part of the ExLibris acquisition in 2015. The loss of this license will be partially felt in FY17, to the tune of \$54K, with the full amount forfeit in FY18.

Less apparent, but of potentially greater concern, is the decline in stand-alone subscriptions to our database, which in FY16 fell 30% against prior year. Whether this decline represents a deflection of sales and marketing efforts to other product lines by ProQuest or is the harbinger of a shift (a.k.a. decline) in demand for resources of the type represented by RCL is difficult to gauge. To mitigate further declines in subscription revenue, staff successfully negotiated the right to sell subscriptions to RCL here at Choice, with ProQuest and Choice each taking 50% of the sale. The FY18 budget reflects a modest \$17,500 in revenue from this channel. While not a solution to the problem, making RCL available on the Choice site serves our brand strategy well and reinforces the fact that RCL is an ACRL property.

Ultimately, falling subscription numbers and a dramatic cut in our royalty revenue call into question the long-term prospects for the database, at least in its present form. One can make various arguments as to how much of the decline in subscription rates can be attributed to the marketing and sales effort at ProQuest, and it is worth considering whether or not this trend telegraphs declining interest in RCL at that company. Regardless, it would be foolhardy to overlook the further possibility that demand for RCL, like that for *Choice*, is in the midst of long-term and systematic decline. In response, the Choice and RCL editorial boards are at this very moment engaged in discussions regarding ways to create new products out of their combined content and to market and sell them outside our traditional channels.

CC Advisor

While a beta version of CC Advisor, our collaborative effort with The Charleston Company, will be on display at Annual, we now anticipate a formal launch in time for the beginning of the academic year. As a result, our financial modeling has changed somewhat since the budget assumptions were developed. Net revenues of \$27,949 on net sales of \$84,700 (representing half of \$169,400) and net expenses of \$56,751 are the new budget figures. Part of this income we hope to see come from bundled subscriptions with Choice Reviews and from further penetration of the large subscriber base for that product. Negotiations with the Center for Research Libraries (CRL) to migrate their current subscription to The Charleston Advisor to the new product are going well, and the addition of the consortium's 215 universities would be an important step in reaching Choice's financial goals.

Webinars

The Choice-ACRL sponsored webinars continue to do extremely well, topping \$203,000 in FY17. For FY2018 we set our target conservatively at twenty-eight webinars yielding \$182,000 in gross revenue, which, under the

terms of a new understanding with ACRL, will be split 85%/15% in Choice's favor. The migration of webinar production in-house this year, which will lower costs by as much as \$25K, will result in a very strong margin for this service.

Advertising

Mobile App: The Choice mobile app generated an unbudgeted \$22,000 in advertising revenue in FY16 and as of this writing is running well ahead of last year. At the same time, as a mobile proxy for *Choice* magazine, its circulation, as measured by downloads, remained far too small to sustain advertising even at these modest levels for very long. After Adobe's announcement that they were discontinuing support for the system we use to product the Choice mobile app (Adobe DPS), we reevaluated our platform and decided to create a joint ACRL-Choice mobile app, the purpose of which would be to create an interactive sampling of content from both organizations, free of charge, on a single platform. Not coincidentally, the new app holds the promise of bringing with it a greatly expanded audience—the 11,000 ACRL members rather than the collection-development staffs at 1,800 universities—and thus is a far more attractive target for advertisers. The ACRL-Choice mobile app launched during the week of 16 January. With no revenue history to guide us, the FY18 budget rather modestly contains advertising revenues of \$30,000, half of which we will share with ACRL.

Surveys/Whitepapers and Podcasts: The success of the webinar program demonstrates that there is a demand for free professional-development content among our membership. As noted in the budget assumptions document, in response to this demand, the staff is creating a program of library surveys, based on topics generated by the *ACRLMetrics* board, and the publication of survey results as whitepapers underwritten by a sponsoring agency. For FY18, the first year of the pilot program, two such whitepapers, generating \$30K in the sale of sponsorships, have been budgeted. Currently these are recorded as advertising revenue at line 4140 in project 3907. Also recorded there are \$10,000 in sponsorships of the new Choice podcast series, featuring interviews with authors of books reviewed in *Choice*.

Choice Reviews Online: Digital advertising, which in FY16 was down 12% against prior year, looks to finish the year as much as 15% ahead of last year. Complicating this picture is the fact that the revenue recorded at project 3913 (*Choice Reviews*) actually derives from three distinct platforms. Last year, *Choice Reviews* banner ads accounted for only 27% of the revenue in this project; newsletters brought in 17% of the total; and e-Blasts accounted for a hefty 56%. This means that our digital ad revenue is not so closely tied to the circulation of *Choice Reviews* as we might assume; rather, it is dependent on the open and click-through rates of sponsored emails.

With those caveats in mind, we have decided that the impressive performance of digital advertising this year, rather than indicating a breakout to a new high, represents the crest of a cycle. Accordingly, we have budgeted for only a modest increase in gross revenue in FY18, to \$190,000.

Magazine: Through the February 2017 issue sales of space ads were running a consistent 15% below prior year. Since that time they have staged a remarkable recovery and will finish FY17 a good 7% *above* last year, although still 7% *below* this year's aggressive budget. For FY18 gross magazine ads were budgeted at a cautious \$425,000, some \$25,000 below this year's impressive finish. This caution is based largely on an anticipated dilution of magazine advertising by the availability, in FY18, of two new advertising revenue streams, surveys/whitepapers and podcasts.

Expenses

Since learning of the various revenue shortfalls to budget (*Choice Reviews* subscriptions, RCL royalties) Choice is facing this year, staff has been working to reduce spending through, a combination of initiatives including

ACRL AC17 Doc 8.1
(Also ACRL AC17 B&F Doc 7.0)

leaving certain budgeted positions open, reducing webinar production costs, reducing freelance spending, and so forth.

Table 2: Direct Expense Comparison, FY16–FY18B

Direct Expenses	FY18B	FY17F	FY17B	FY16
Payroll and Related Expenses	\$1,687,991	\$1,611,201	\$1,770,896	1,380,512
Outside Services	\$312,838	\$325,555	\$269,054	438,545
Travel and Related Expenses	\$44,775	\$55,571	\$52,925	52,412
Meetings and Conferences	\$15,400	\$22,755	\$22,755	11,752
Publication-related Expenses	\$917,657	\$347,012	\$433,765	487,107
Operating Expenses	(\$154,842)	\$436,440	\$445,347	410,142
Subtotal Direct Expenses	\$2,823,819	\$2,798,534	\$2,994,742	\$2,780,470

Easily the most noticeable difference between FY18 and the FY17 reforecast is in publication-related expenses, with the addition of \$673,241 in *Open Choice* spending. Publication-related expenses are otherwise down owing to reduced freelance charges, reductions in printing costs (a mixed blessing: reduction in print runs); significant savings in webinar production costs realized by bringing production in-house, and anticipated economies through the migration of our fulfillment services from BrightKey to ESP Computer Services. Operating costs, on the other hand, are actually running in the black (that is, in the red!), reflecting the \$550,000 offset from ACRL in *Open Choice* funding discussed above. The increase in the payroll line over FY17F comes from the conversion of two contractor positions into staff positions, in accordance with ALA policy, and the addition of over \$12K in overtime costs to comply with recent legislation. Some of these increases are reflected in a reduction in outside services, where contractor payments are recorded. Travel has been higher in the past two years, primarily due to several visits by staff to our developers on the West Coast; these costs should diminish somewhat in FY18.

ACRL AC17 Doc 8.1
(Also ACRL AC17 B&F Doc 7.0)

Table 3: FY18 Revenue

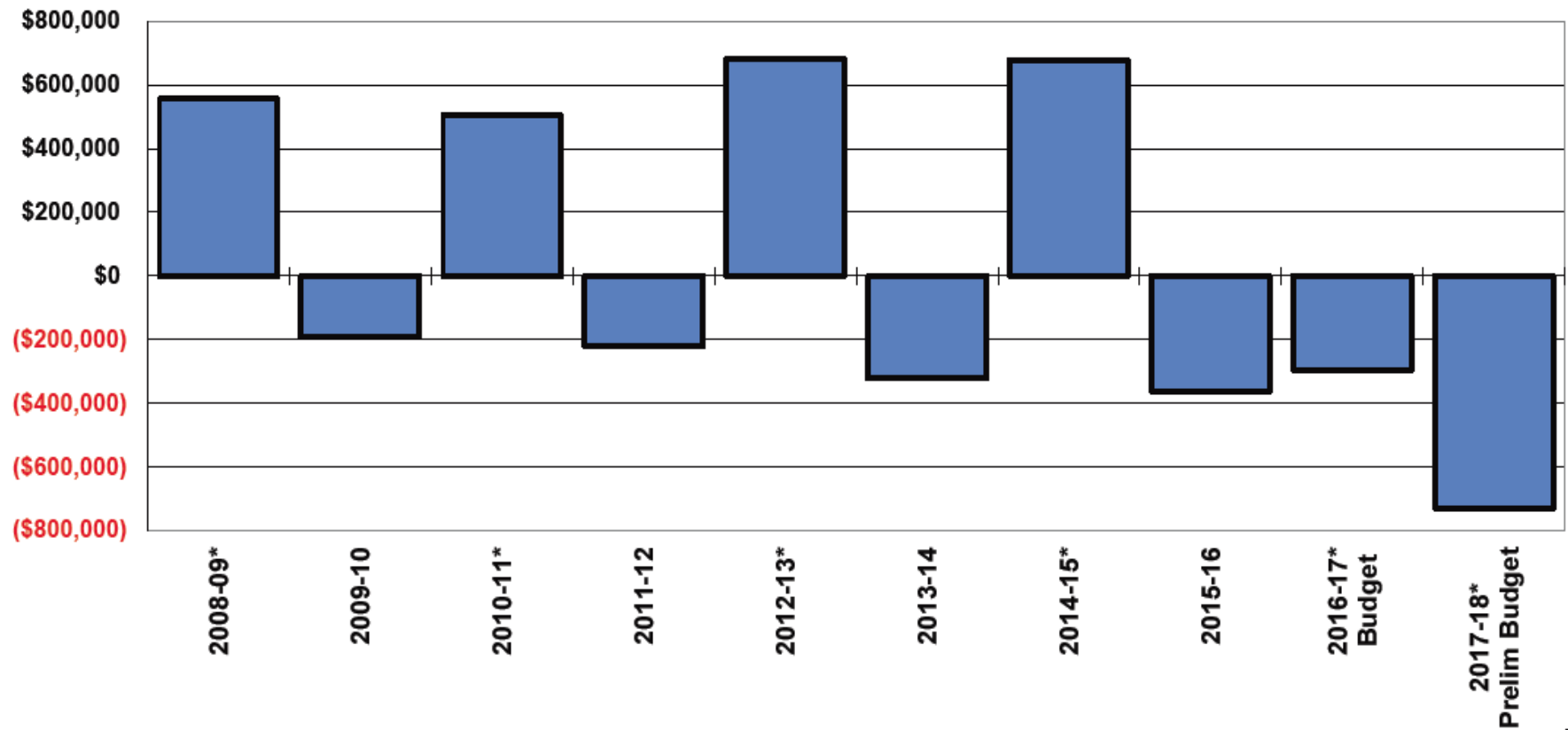
		ITEM	FY18B	FY17B	FY16	FY18B v FY17B	FY18B v FY16
REVENUE							
		Subscriptions					
	3900	Choice Magazine	463,700	473,000	519,261	(9,300)	(55,561)
	3901	Reviews on Cards	117,364	129,297	141,372	(11,933)	(24,008)
		Subtotal: Choice Print	581,064	602,297	660,633	(21,233)	(79,569)
	3913	Choice Reviews Online	718,840	821,078	652,009	(102,238)	66,831
		Subtotal: All Choice	1,299,904	1,423,375	1,312,642	(123,471)	(12,738)
	3905	Resources for College Libraries	145,625	169,000	145,365	(23,375)	260
	3918	CC Advisor	75,000	0		75,000	75,000
		Total Subscriptions	1,520,529	1,592,375	1,458,007	(71,846)	62,522
		Advertising					
		Choice magazine, surveys, podcasts, gross	465,000	483,521	437,178	(18,521)	27,822
	3907	Commissions	(14,788)	(21,758)	(23,274)	6,971	8,487
		Choice magazine net	450,213	461,763	413,904	(11,550)	36,309
		Choice Reviews gross	190,000	179,056	163,787	10,944	26,213
	3913	Commissions	(5,700)	(8,953)	(\$8,589)	3,253	2,889
		Choice Reviews net	184,300	(170,103)	155,198	354,403	29,102
		Mobile app gross to Choice	15,000	22,000		(7,000)	15,000
	3904	Commissions	(450)	(1,100)		650	(450)
		Mobile app net	14,550	20,900	0	(6,350)	14,550
		CC Advisor gross to Choice	10,000	0		10,000	10,000
	3918	Commissions	(300)	0	0	(300)	(300)
		CC Advisor net	(9,700)	0	0	(9,700)	(9,700)
		Webinars gross to Choice	154,700	99,000	91,300	55,700	63,400
	3909	Commissions	(6,188)	(5,940)	(5,973)	(248)	(215)
		Webinars net	148,512	93,060	85,327	55,452	63,185
		Print Advertising Gross	465,000	483,521	437,178	(18,521)	27,822
		Digital Advertising Gross	215,000	201,056	163,787	13,944	51,213
		Webinars gross to Choice	154,700	99,000	91,300	55,700	63,400
		Sales Commission: Print	(20,976)	(27,698)	(29,247)	6,723	8,272
		Sales Commission: Digital	(6,450)	(10,053)	(8,589)	3,603	2,139
		Total Net Advertising	807,275	745,826	654,429	61,449	152,846
		Royalties					
	3900	Choice (CCC, reprints, etc.)	400	400	1,318	0	(918)
	3902	Choice Reviews (Licensing)	453,851	520,017	500,089	(66,166)	(46,238)
	3905	Resources for College Libraries	15,000	123,875	119,964	(108,875)	(104,964)
		Total Royalties	469,251	644,292	621,371	(175,041)	(152,120)
		Other Revenue					
	3900	Misc. Sales excluding 3905 (RCL)	6,975	6,975	7,102	0	(127)
	3905	Misc. Sales: RCL Reimbursement	88,000	80,000	70,962	8,000	17,038
		Misc. Sales	94,975	86,975	78,064	8,000	16,911
	3900	Misc. Revenue (remaindered books)	90,000	60,000	81,104	30,000	8,896
		Total Other Revenue	184,975	146,975	159,168	38,000	25,807
		TOTAL REVENUES	2,982,030	3,129,468	2,892,975	(147,438)	89,055

ACRL AC17 Doc 8.1
(Also ACRL AC17 B&F Doc 7.0)

Table 4: FY18 Expenses

ITEM		FY18B	FY17B	FY16	FY18B v FY17B	FY18B v FY16
EXPENSES						
	Payroll and Related Expenses	1,687,991	1,770,896	1,380,512	82,905	(307,479)
	Outside Services	312,838	269,054	438,545	(43,784)	125,707
	Travel and Related Expenses	44,775	52,925	52,412	8,150	7,637
	Meetings and Conferences	15,400	22,755	11,752	7,355	(3,648)
	Publication-related Expenses	917,657	433,765	487,107	(483,892)	(430,550)
	Operating Expenses	(154,842)	445,347	410,142	600,189	564,984
	Subtotal Direct Expenses	2,823,819	2,994,742	2,780,470	170,923	(43,349)
	Subtotal Indirect Expenses (IUTs)	(56,913)	(98,233)	(89,222)	(41,320)	(32,309)
	IUT/Overhead	395,460	413,874	374,640	18,414	(20,820)
	IUT/Allocations (Liberty Square)	49,748	63,572	63,477	13,824	13,729
	UBIT	0	11,665	0	11,665	0
	Subtotal Overhead	445,208	489,111	438,117	43,903	(7,091)
	TOTAL EXPENSES	3,212,114	3,385,620	3,129,365	173,506	(82,749)

Figure 1
Net Revenue
(excluding CHOICE)



Revenues	\$4,349,510	\$2,198,548	\$4,575,864	\$2,388,467	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$4,783,969	\$2,498,069
Expenditures	\$3,792,939	\$2,392,068	\$4,071,642	\$2,610,814	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$5,079,373	\$3,228,006
NET	\$556,570	(\$193,521)	\$504,222	(\$222,347)	\$681,788	(\$322,727)	\$677,409	(\$362,730)	(\$295,404)	(\$729,937)

* ACRL Conference Years

FIGURE 2
ACRL Conference Revenues and Expenditures

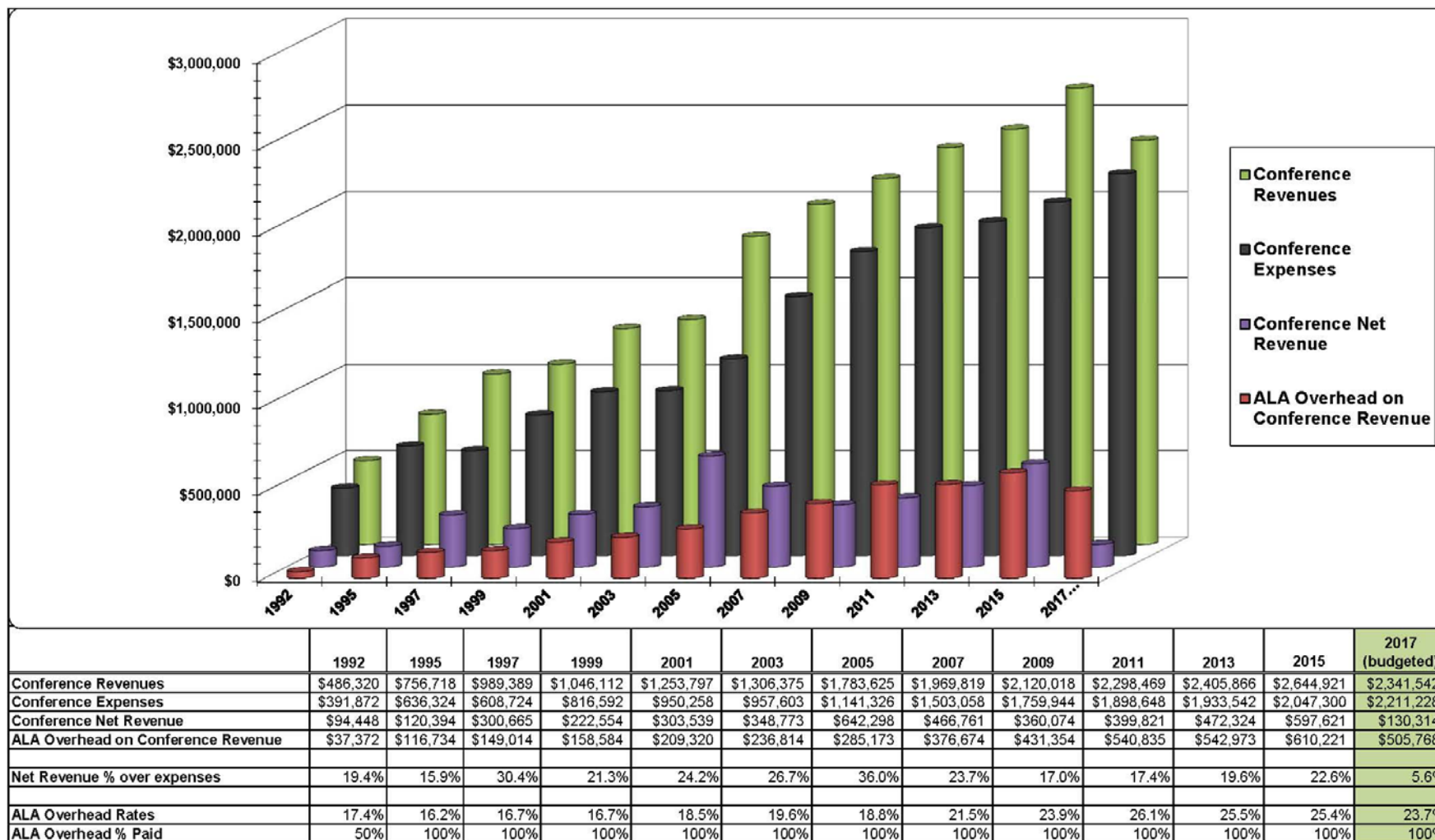


FIGURE 3
Publications Net Revenues
(excluding CHOICE)

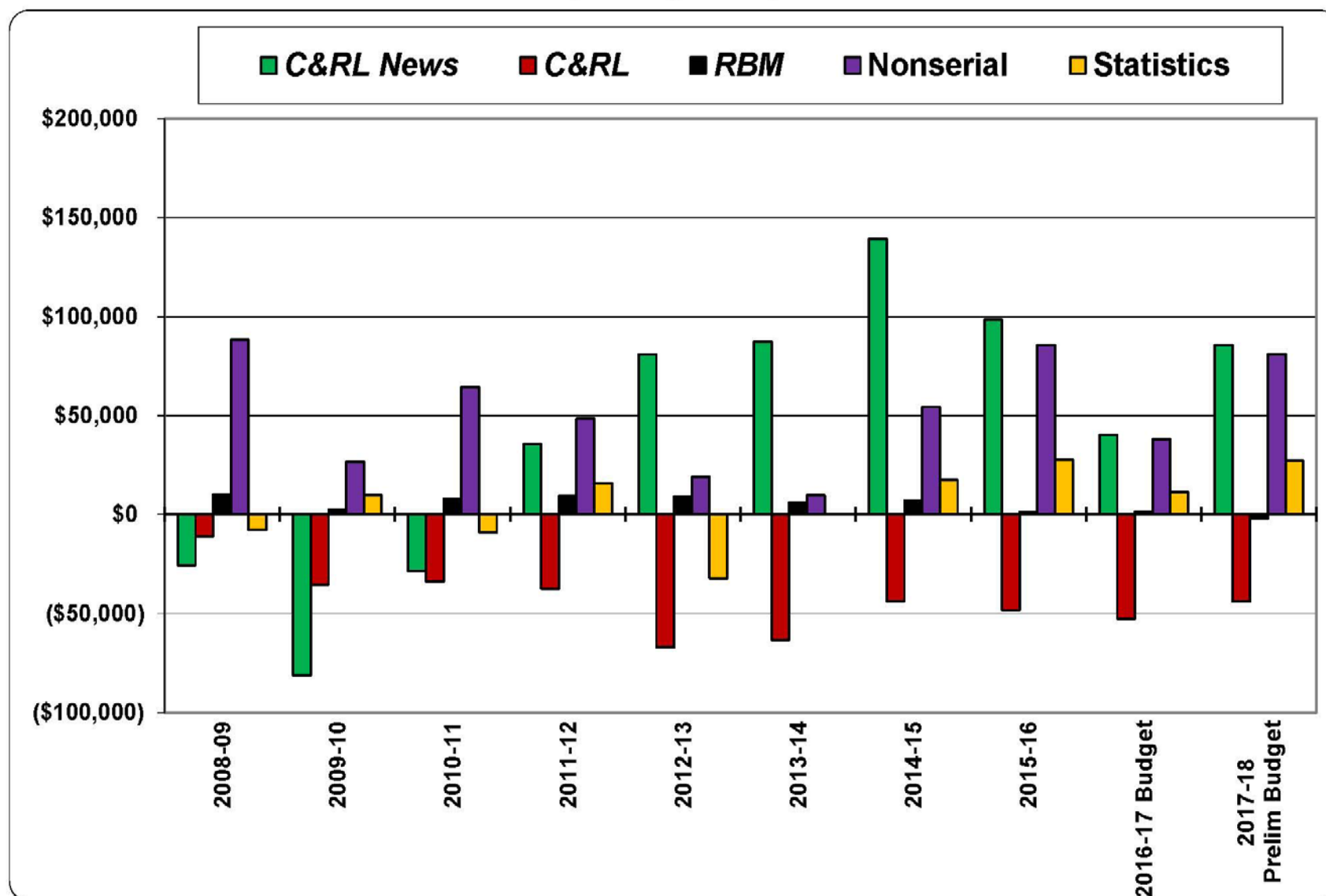
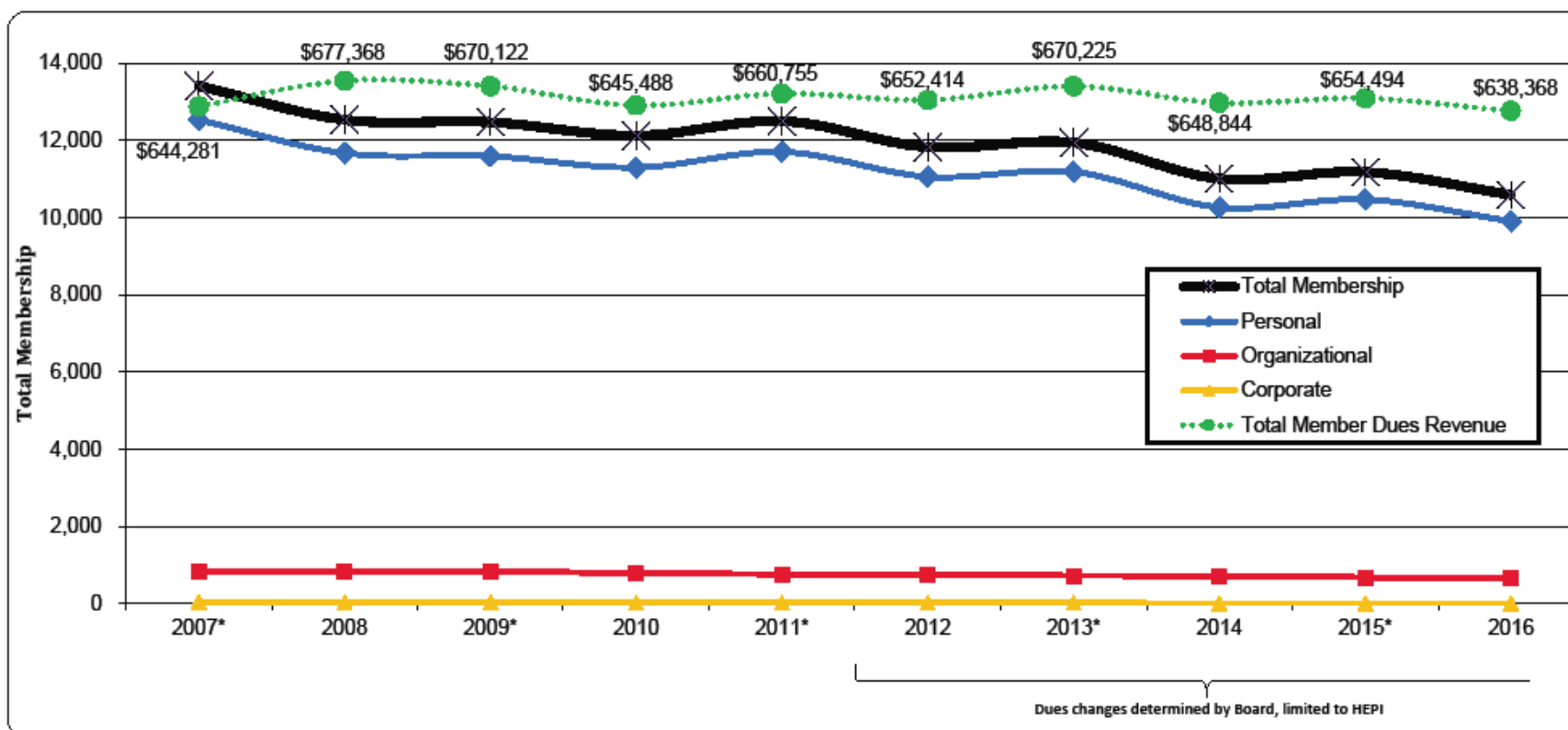


FIGURE 4
ACRL Membership by Type

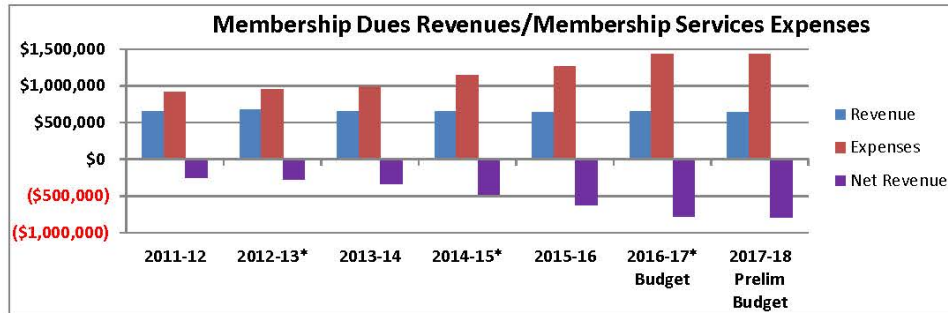


	2007*	2008	2009*	2010	2011*	2012	2013*	2014	2015*	2016
Personal	12,532	11,673	11,594	11,300	11,705	11,062	11,187	10,269	10,472	9,910
-Regular	9,546	8,956	8,818	8,478	8,693	8,260	8,619	8,032	8,238	7,864
-Retired (beginning FY06)	133	125	107	118	118	119	98	115	137	152
-Student (reduced rate beginning FY06)	1,207	1,113	1,161	1,206	1,330	1,116	919	680	661	580
Organizational	832	821	841	795	768	742	734	721	690	664
Corporate	47	44	38	31	27	25	23	20	19	18
Total Membership	13,411	12,538	12,473	12,126	12,500	11,829	11,944	11,010	11,181	10,592
Total Member Dues Revenue	\$644,281	\$677,368	\$670,122	\$645,488	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368

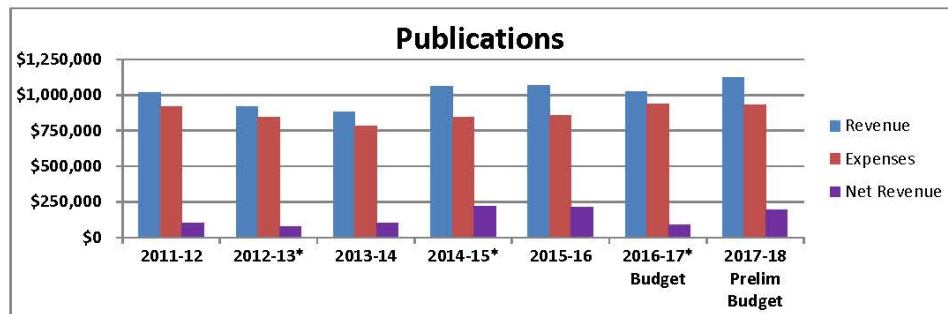
• Figures for 2008, 2009, and 2012 were impacted by “clean-ups” of ALA’s membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

* ACRL Conference Years

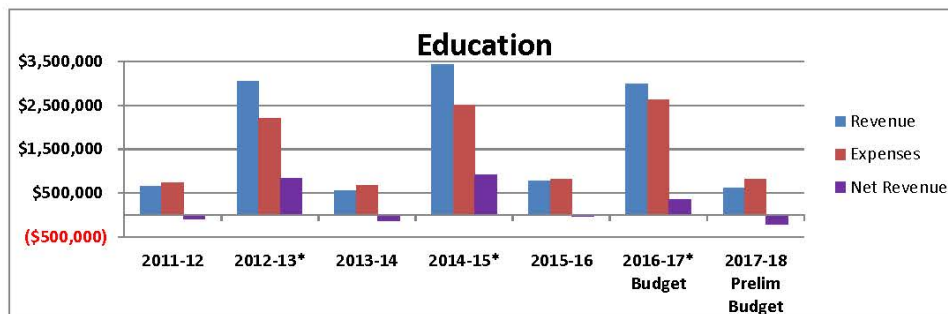
FIGURE 5
Budget Sources
Net Revenues by Major Budget Category



Year	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17* Budget	2017-18 Prelim Budget
Revenue	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$651,486	\$634,581
Expenses	\$909,560	\$950,822	\$988,961	\$1,140,734	\$1,265,331	\$1,431,237	\$1,428,850
Net Revenue	(\$257,146)	(\$280,597)	(\$340,117)	(\$486,240)	(\$626,963)	(\$779,751)	(\$794,269)



Year	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17* Budget	2017-18 Prelim Budget
Revenue	\$1,017,778	\$917,571	\$882,398	\$1,062,241	\$1,066,550	\$1,023,896	\$1,122,524
Expenses	\$915,505	\$840,645	\$778,829	\$843,967	\$853,622	\$932,916	\$930,810
Net Revenue	\$102,273	\$76,926	\$103,569	\$218,274	\$212,928	\$90,980	\$191,714



Year	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17* Budget	2017-18 Prelim Budget
Revenue	\$648,766	\$3,041,593	\$547,073	\$3,424,176	\$782,420	\$2,983,387	\$608,164
Expenses	\$740,529	\$2,199,990	\$675,727	\$2,506,134	\$822,567	\$2,635,467	\$816,107
Net Revenue	(\$91,763)	\$841,603	(\$128,654)	\$918,042	(\$40,147)	\$347,920	(\$207,943)

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership perquisite serial (*C&RL* and *C&RL News*). These subventions included \$37,472, \$66,996, \$63,257, \$43,871, and \$48,271 for *C&RL* for the years from FY12-FY16, respectively, as well as \$52,579 budgeted for FY17 and \$43,945 budgeted in FY18.

*ACRL Conference Year

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6/13/2017 11:18	FY2012	FY2013	FY2014	FY2015	2016	2017	2018
Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
ACRL Historical Executive Summary							
BEGINNING RESERVE LEVELS:							
Reserve Sept. 1: Op. Reserve Fund	\$4,165,443	\$3,965,632	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$3,843,981
Reserve Sept. 1: LTI Fund	\$2,188,877	\$2,188,877	\$2,561,564	\$3,040,255	\$3,127,523	\$3,567,882	\$3,127,523
Reserve Sept. 1: CHOICE Op. Reserve	\$3,291,019	\$3,291,019	\$3,049,671	\$3,017,507	\$2,884,451	\$2,648,059	\$2,884,451
Reserve Sept. 1: CHOICE LTI Fund	\$750,784	\$750,784	\$823,273	\$895,640	\$848,318	\$849,197	\$848,318
Subtotal	\$10,396,123	\$10,196,312	\$11,081,942	\$11,278,108	\$11,862,407	\$11,249,677	\$10,704,273
MEMBERSHIP DUES AND OTHER							
Dues	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$651,486	\$634,581
Standards, Licensing Fees & Diversif	\$17,108	\$79,555	\$87,491	\$21,694	\$90,859	\$17,000	\$22,500
Advisory	\$0	\$0	\$0	\$0	\$0	\$82,500	\$82,500
Misc. Donations	\$16,075	\$2,000	\$8,000	\$87,269	\$1,000	\$0	\$0
Awards	\$9,700	\$13,700	\$14,700	\$14,200	\$16,300	\$13,200	\$15,300
Special Events	\$26,627	\$26,870	\$16,320	\$18,210	\$20,966	\$12,500	\$12,500
Subtotal	\$721,924	\$792,349	\$775,065	\$795,867	\$767,493	\$776,686	\$767,381
PUBLICATIONS							
CHOICE	\$3,005,753	\$2,926,519	\$3,030,957	\$3,017,391	\$2,892,974	\$3,129,467	\$2,982,030
C&RL	\$137,298	\$132,306	\$40,751	\$19,060	\$17,531	\$12,240	\$20,186
C&RL News	\$460,784	\$512,322	\$518,085	\$585,773	\$523,076	\$547,493	\$589,448
RBM	\$35,736	\$38,130	\$35,993	\$39,923	\$37,831	\$36,182	\$30,491
Nonperiodical Publications	\$273,288	\$157,621	\$192,108	\$313,551	\$374,752	\$318,007	\$361,338
Library Statistics	\$110,672	\$77,193	\$95,461	\$103,934	\$113,360	\$109,974	\$121,061
Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$4,023,530	\$3,844,091	\$3,913,353	\$4,079,632	\$3,959,524	\$4,153,363	\$4,104,554
EDUCATION							
Institutes	\$318,266	\$331,949	\$266,063	\$321,036	\$344,038	\$271,024	\$318,290
ACRL Conference	\$0	\$2,435,866	(\$26,026)	\$2,670,947	(\$23,000)	\$2,394,319	(\$30,000)
Pre-Conferences & Workshops	\$191,715	\$179,594	\$188,073	\$264,380	\$281,374	\$180,844	\$205,244
Annual Conference Programs	\$16,400	\$17,650	\$21,350	\$17,400	\$15,200	\$16,000	\$16,000
Web-CE	\$122,385	\$76,534	\$97,613	\$150,413	\$164,808	\$121,200	\$100,630
Subtotal	\$648,766	\$3,041,592	\$605,380	\$3,424,176	\$782,420	\$2,983,387	\$610,164
FUNDED PROJECTS							
IMLS Grant (47) - Restricted	\$99,985	\$99,985	\$79,704	\$91,920	\$8,587	\$82,558	\$0
IMLS Grant - Cost Share			\$0	\$0	\$0	\$0	\$0
SPECIAL PROGRAMS							
Friends of ACRL-Restricted	\$8,831	\$8,831	\$42,684	\$35,677	\$38	\$30,640	\$30,640
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$5,394,220	\$7,678,033	\$5,235,491	\$8,299,675	\$5,509,437	\$7,913,436	\$5,482,099
CHOICE Revenue	\$3,005,753	\$2,926,519	\$3,030,955	\$3,017,391	\$2,892,974	\$3,129,467	\$2,982,030
TOTAL REV. W/O CHOICE	\$2,388,467	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$4,783,969	\$2,500,069
ACRL Conference Revenue	\$0	\$2,435,866	(\$26,026)	\$2,670,947	(\$23,000)	\$2,394,319	(\$30,000)
Total Rev. w/o ACRL Conference	\$2,388,467	\$2,315,648	\$2,230,562	\$2,611,337	\$2,639,463	\$2,389,650	\$2,530,069

OBJECT OF EXPENSE	FY2012 ACTUAL	FY2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 BUDGET
MEMBERSHIP ACTIVITIES							
Membership Services*	\$153,714	\$145,716	\$121,667	\$185,781	\$178,523	\$129,462	\$340,149
Exec. Cttee. & Board	\$190,984	\$168,535	\$218,961	\$194,933	\$215,838	\$251,895	\$297,403
Advisory	\$46,794	\$46,296	\$45,117	\$77,494	\$58,191	\$87,923	\$81,880
Standards Distribution	\$24,962	\$44,545	\$15,050	\$5,429	\$13,059	\$6,948	\$10,739
Discussion Groups	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Awards	\$26,900	\$34,915	\$41,866	\$36,752	\$43,133	\$38,844	\$50,794
Chapters	\$17,135	\$15,032	\$22,444	\$23,079	\$16,278	\$27,567	\$23,717
Committees	\$111,461	\$114,868	\$98,744	\$132,232	\$125,106	\$144,035	\$162,373
Sections	\$61,861	\$76,075	\$92,409	\$88,182	\$123,051	\$99,876	\$140,446
C&RL Over Revenue	\$37,472	\$66,996	\$63,257	\$43,871	\$48,271	\$52,579	\$45,043
C&RL News Over Revenue	(\$35,687)	(\$80,842)	\$0	\$0	\$0	\$0	\$0
Liaisons to Higher Ed. Organizations	\$42,023	\$39,856	\$40,142	\$47,059	\$59,040	\$67,505	\$71,265
Special Events	\$31,952	\$23,121	\$25,219	\$27,256	\$23,167	\$23,297	\$26,345
Information Literacy	\$0	\$858	\$43,648	\$45,090	\$69,517	\$123,795	\$45,102
Scholarly Communications	\$67,177	\$64,473	\$67,354	\$58,245	\$89,076	\$91,827	\$106,547
Value of Academic Libraries	\$33,194	\$16,354	\$3,134	\$18,687	\$109,902	\$85,894	\$95,372
New Roles & Changing Landscapes	\$0	\$0	\$0	\$0	\$0	\$0	\$14,160
Government Relations	\$31,515	\$28,044	\$20,290	\$26,282	\$23,139	\$44,894	\$46,802
Diversity Alliance	\$0	\$0	\$0	\$0	\$0	\$0	\$7,976
Scholarships	\$25,625	\$53,345	\$18,250	\$77,595	\$27,315	\$98,500	\$26,000
Annual Conference Programs	\$42,884	\$48,945	\$51,409	\$52,767	\$42,725	\$56,396	\$70,822
Subtotal	\$909,966	\$907,134	\$988,961	\$1,140,734	\$1,265,331	\$1,431,237	\$1,662,935
SPECIAL PROJECTS							
Friends of ACRL-Restricted-Memo only			\$0	\$0	\$38	\$0	\$0
Friends of ACRL-Operating	\$9,127	\$41,116	\$49,387	\$84,180	\$36,380	\$79,753	\$54,090
Subtotal	\$9,127	\$41,116	\$49,387	\$84,180	\$36,418	\$79,753	\$54,090
PUBLICATIONS							
CHOICE	\$3,024,753	\$3,171,398	\$3,063,120	\$3,150,447	\$3,129,366	\$3,385,618	\$3,212,114
C&RL	\$137,298	\$132,306	\$40,751	\$19,060	\$17,531	\$12,240	\$20,186
C&RL News	\$460,784	\$512,322	\$430,721	\$446,431	\$424,675	\$507,269	\$588,749
RBM	\$26,101	\$28,903	\$29,884	\$32,739	\$36,592	\$34,617	\$32,952
Nonperiodical Publications	\$224,829	\$138,589	\$182,316	\$259,236	\$289,149	\$280,049	\$284,791
Library Statistics	\$94,752	\$109,366	\$95,157	\$86,501	\$85,675	\$98,741	\$94,568
Applied Research (REAL)	\$7,429	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$3,975,946	\$4,092,885	\$3,841,948	\$3,994,414	\$3,982,988	\$4,318,534	\$4,233,360
EDUCATION							
Institutes	\$293,051	\$293,692	\$265,764	\$281,964	\$317,591	\$264,005	\$314,529
ACRL Conference	\$187,528	\$1,703,082	\$155,421	\$1,909,873	\$214,672	\$2,114,427	\$232,437
Pre-Conferences & Workshops	\$165,234	\$154,788	\$194,328	\$248,583	\$199,903	\$177,035	\$203,348
Web-CE	\$94,715	\$48,427	\$60,214	\$65,714	\$90,401	\$80,000	\$77,146
Subtotal	\$740,528	\$2,199,989	\$675,727	\$2,506,134	\$822,567	\$2,635,467	\$827,460
FUNDED PROJECTS							
IMLS Grant Cost Share (12) - Operat	\$36,093	\$36,093	\$34,361	\$29,849	\$1,293	\$0	\$0
IMLS Grant (47) - Restricted	\$99,985	\$99,985	\$79,704	\$91,920	\$8,587	\$0	\$0
TOTAL EXPENSES	\$5,635,567	\$7,241,124	\$5,590,384	\$7,755,311	\$6,108,559	\$8,464,991	\$6,777,845
CHOICE EXPENSES	\$3,024,753	\$3,171,398	\$3,063,120	\$3,150,447	\$3,129,366	\$3,385,618	\$3,212,114
TOTAL EXP. w/o CHOICE	\$2,610,814	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$5,079,373	\$3,565,731
TOTAL EXP. w/o CHOICE or ACRL Cd	\$2,423,285	\$2,366,645	\$2,371,842	\$2,727,689	\$2,764,521	\$2,964,946	\$3,333,294

3
6/13/2017 11:35 AM

Project Strategic Exec Sum

6/13/2017 11:18		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
STRATEGIC PRIORITIES										
1. Value of Academic Libraries										
Val Initiative -3703	Revenue	\$500.00	\$950.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$64,737.50	\$61,699.59	\$33,193.89	\$16,354.25	\$3,134	\$17,021	\$29,642	\$85,710	\$95,372
	Net	(\$64,237.50)	(\$60,749.59)	(\$33,193.89)	(\$16,354.25)	(\$3,134)	(\$17,021)	(\$29,642)	(\$85,710)	(\$95,372)
Assessment in Action - 3707, 3806	Revenue					\$0	\$0	\$66,000	\$0	\$0
	Expense					\$0	\$1,666	\$80,260	\$0	\$0
	Net					\$0	(\$1,666)	(\$14,260)	\$0	\$0
Subtotal Revenues 1		\$500.00	\$950.00	\$0.00	\$0.00	\$0	\$0	\$66,000	\$0	\$0
Subtotal Expenses 1		\$64,737.50	\$61,699.59	\$33,193.89	\$16,354.25	\$3,134	\$18,687	\$109,902	\$85,710	\$95,372
Subtotal Net 1		(\$64,237.50)	(\$60,749.59)	(\$33,193.89)	(\$16,354.25)	(\$3,134)	(\$18,687)	(\$43,902)	(\$85,710)	(\$95,372)
2. Student Learning										
Information Literacy -3711	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$19,491	\$0	\$0
	Expense	\$2,063.00	\$0.00	\$0.00	\$858.08	\$43,648	\$45,090	\$88,224	\$123,664	\$45,102
	Net	(\$2,063.00)	\$0.00	\$0.00	(\$858.08)	(\$43,648)	(\$45,090)	(\$68,733)	(\$123,664)	(\$45,102)
III. Immersion National -3830	Revenue	\$178,639.00	\$179,788.00	\$191,862.00	\$162,317.00	\$179,828	\$180,281	\$191,842	\$192,986	\$196,790
	Expense	\$154,792.75	\$150,562.97	\$169,427.13	\$141,226.56	\$169,375	\$158,267	\$170,301	\$188,720	\$195,438
	Net	\$23,846.25	\$29,225.03	\$22,434.87	\$21,090.44	\$10,453	\$22,014	\$21,541	\$4,266	\$1,352
III. Immersion Regional - 3832	Revenue	\$0.00	\$0.00	\$20,000.00	\$50,800.00	\$0	\$16,200	\$0	\$36,038	\$0
	Expense	\$0.00	\$0.00	\$19,854.96	\$37,749.11	\$0	\$11,257	\$0	\$35,947	\$0
	Net	\$0.00	\$0.00	\$145.04	\$13,050.89	\$0	\$4,943	\$0	\$91	\$0
III. Immersion Assessment -3836	Revenue	\$109,161.00	\$84,010.00	\$102,641.00	\$118,832.00	\$76,235	\$80,055	\$80,705	\$0	\$0
	Expense	\$94,299.56	\$78,519.11	\$95,452.22	\$88,949.06	\$83,312	\$75,739	\$78,924	\$0	\$0
	Net	\$14,861.44	\$5,490.89	\$7,188.78	\$29,882.94	(\$7,077)	\$4,316	\$1,781	\$0	\$0
Immersion Licensing -3834	Revenue					\$10,000	\$44,500	\$52,500	\$17,000	\$20,000
	Expense					\$13,077	\$36,701	\$49,659	\$15,801	\$19,181
	Net					(\$3,077)	\$7,799	\$2,841	\$1,199	\$819
Subtotal Revenues 2		\$178,639.00	\$263,798.00	\$314,503.00	\$331,949.00	\$266,063	\$321,036	\$344,538	\$246,024	\$216,790
Subtotal Expenses 2		\$156,855.75	\$229,082.08	\$284,734.31	\$268,782.81	\$309,412	\$327,054	\$387,108	\$364,132	\$259,721
Subtotal Net 2		\$21,783.25	\$34,715.92	\$29,768.69	\$63,166.19	(\$43,349)	(\$6,018)	(\$42,570)	(\$118,108)	(\$42,931)
3. Research and Scholarly Environment										
Scholarly Communications -3702	Revenue	\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000
	Expense	\$54,945.80	\$64,640.45	\$67,176.52	\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$106,547
	Net	(\$54,945.80)	(\$64,640.45)	(\$57,176.52)	(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$96,547)
Subtotal Revenues 3		\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000
Subtotal Expenses 3		\$54,945.80	\$64,640.45	\$67,176.52	\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$106,547
Subtotal Net 3		(\$54,945.80)	(\$64,640.45)	(\$57,176.52)	(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$96,547)
4. New Roles and Changing Landscapes										
New Roles and Changing Landscapes -3	Revenue	\$0.00								\$0
	Expense	\$54,945.80								\$14,160
Subtotal Revenues 4		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Subtotal Expenses 4		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$14,160
Subtotal Net 4		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	(\$14,160)
Subtotal Revenues STRATEGIC PRIORITIES		\$179,139.00	\$264,748.00	\$324,503.00	\$341,949.00	\$286,410	\$329,036	\$420,538	\$260,524	\$226,790
Subtotal Expenses STRATEGIC PRIORITIES		\$276,539.05	\$355,422.12	\$385,104.72	\$349,609.67	\$379,900	\$403,986	\$586,086	\$541,458	\$475,800
Subtotal Net STRATEGIC PRIORITIES		(\$97,400.05)	(\$90,674.12)	(\$60,601.72)	(\$7,660.67)	(\$93,490)	(\$74,950)	(\$165,548)	(\$280,934)	(\$249,010)

Project Strategic Exec Sum

6/13/2017 11:18		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
ENABLING PROGRAMS & SERVICES										
Member Engagement										
** Membership -3200	Revenue	\$632,688.99	\$647,475.47	\$637,184.29	\$654,835.04	\$633,946	\$646,245	\$638,265	\$651,486	\$634,581
	Expense	\$9,759.53	\$106,204.01	\$153,213.88	\$108,617.28	\$121,667	\$185,781	\$178,523	\$128,884	\$340,149
	Net	\$622,929.46	\$541,271.46	\$483,970.41	\$546,217.76	\$512,279	\$460,464	\$459,742	\$522,602	\$294,432
Board/Exec. Cttee. -3201	Revenue	\$294.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$186,373.84	\$205,852.88	\$190,983.66	\$168,535.37	\$218,961	\$194,933	\$215,838	\$251,028	\$297,403
	Net	(\$186,079.84)	(\$205,852.88)	(\$190,983.66)	(\$168,535.37)	(\$218,961)	(\$194,933)	(\$215,838)	(\$251,028)	(\$297,403)
Advisory Services -3203	Revenue	\$31,885.76	\$16,021.91	\$30,250.00	\$60,706.85	\$61,450	\$86,269	\$72,425	\$82,500	\$82,500
	Expense	\$20,175.07	\$41,074.39	\$46,794.12	\$46,295.59	\$45,117	\$77,494	\$58,191	\$87,519	\$81,880
	Net	\$11,710.69	(\$25,052.48)	(\$16,544.12)	\$14,411.26	\$16,333	\$8,775	\$14,234	(\$5,019)	\$620
Awards -3206	Revenue	\$11,400.00	\$11,500.00	\$9,700.00	\$13,700.00	\$14,700	\$14,200	\$16,300	\$13,200	\$15,300
	Expense	\$23,617.72	\$21,131.84	\$26,900.32	\$34,915.48	\$41,866	\$36,752	\$43,133	\$38,633	\$50,794
	Net	(\$12,217.72)	(\$9,631.84)	(\$17,200.32)	(\$21,215.48)	(\$27,166)	(\$22,552)	(\$26,833)	(\$25,433)	(\$35,494)
Chapters -3207	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$16,695.25	\$13,431.92	\$17,135.15	\$15,032.21	\$22,444	\$23,079	\$16,278	\$27,462	\$23,717
	Net	(\$16,695.25)	(\$13,431.92)	(\$17,135.15)	(\$15,032.21)	(\$22,444)	(\$23,079)	(\$16,278)	(\$27,462)	(\$23,717)
Committees -3250	Revenue	\$10.03	\$50.89	\$88.30	\$126.73	\$274	\$303	\$7	\$0	\$0
	Expense	\$104,097.61	\$113,793.38	\$111,460.79	\$114,868.18	\$98,744	\$132,232	\$125,106	\$143,053	\$162,373
	Net	(\$104,087.58)	(\$113,742.49)	(\$111,372.49)	(\$114,741.45)	(\$98,470)	(\$131,929)	(\$125,099)	(\$143,053)	(\$162,373)
Sections -3275	Revenue	\$12,788.54	\$14,728.60	\$15,491.51	\$15,262.83	\$16,623	\$8,946	\$596	\$0	\$0
	Expense	\$57,919.96	\$78,924.00	\$61,861.30	\$76,074.92	\$92,409	\$88,182	\$123,051	\$99,403	\$140,446
	Net	(\$45,131.42)	(\$64,195.40)	(\$46,369.79)	(\$60,812.09)	(\$75,786)	(\$79,236)	(\$122,455)	(\$99,403)	(\$140,446)
Diversity Alliance -3402	Revenue	\$11,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000
	Expense	\$23,617.72	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,976
	Net	(\$12,217.72)	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$2,024
Friends of ACRL -3831	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$7,989.10	\$8,995.40	\$9,127.11	\$41,116.27	\$49,387	\$84,180	\$36,380	\$79,317	\$54,090
	Net	(\$7,989.10)	(\$8,995.40)	(\$9,127.11)	(\$41,116.27)	(\$49,387)	(\$84,180)	(\$36,380)	(\$79,317)	(\$54,090)
Section Special Events -3833	Revenue	\$20,235.00	\$24,422.50	\$16,627.00	\$16,880.50	\$16,030	\$18,210	\$20,966	\$12,500	\$12,500
	Expense	\$32,007.24	\$38,289.61	\$31,952.20	\$23,120.88	\$25,219	\$27,256	\$23,167	\$23,219	\$26,345
	Net	(\$11,772.24)	(\$13,867.11)	(\$15,325.20)	(\$6,240.38)	(\$9,189)	(\$9,046)	(\$2,201)	(\$10,719)	(\$13,845)
ACRL Excellence Fund -3837	Revenue					\$0	\$0	\$0	\$0	\$0
	Expense					\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Scholarships -3838	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$41,815.00	\$90,775.00	\$25,625.00	\$53,345.00	\$18,250	\$77,595	\$27,315	\$98,500	\$26,000
	Net	(\$41,815.00)	(\$90,775.00)	(\$25,625.00)	(\$53,345.00)	(\$18,250)	(\$77,595)	(\$27,315)	(\$98,500)	(\$26,000)
Discussion Groups -3205	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$1,032.00	\$1,155.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	(\$1,032.00)	(\$1,155.00)	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Section Newsletters -3309	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$5,346.17	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	(\$5,346.17)	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Member Engagement		\$709,302.32	\$714,199.37	\$709,341.10	\$747,811.95	\$728,323	\$759,973	\$748,559	\$759,686	\$754,881
Subtotal Expenses Member Engagement		\$506,828.49	\$719,627.43	\$675,053.53	\$647,005.70	\$692,198	\$890,732	\$846,982	\$977,018	\$1,211,173
Subtotal Net Member Engagement		\$202,473.83	(\$5,428.06)	\$34,287.57	\$100,806.25	\$36,125	(\$130,759)	(\$98,423)	(\$217,332)	(\$456,292)

Project Strategic Exec Sum

6/13/2017 11:18		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
Publications										
<i>Trends & Statistics -3202</i>	Revenue	\$83,229.61	\$104,619.72	\$110,671.71	\$77,193.46	\$95,461	\$103,934	\$113,360	\$109,974	\$121,061
	Expense	\$73,353.04	\$113,613.64	\$94,752.02	\$109,366.34	\$95,157	\$86,501	\$85,675	\$98,641	\$94,568
	Net	\$9,876.57	(\$8,993.92)	\$15,919.69	(\$32,172.88)	\$304	\$17,433	\$27,685	\$11,333	\$26,493
<i>ACRL Standards -3204</i>	Revenue	\$1,160.00	\$700.00	\$2,083.00	\$20,837.04	\$11,694	\$13,694	\$8,434	\$2,500	\$2,500
	Expense	\$5,938.81	\$2,476.99	\$24,961.56	\$44,544.92	\$15,050	\$5,429	\$13,059	\$6,922	\$10,739
	Net	(\$4,778.81)	(\$1,776.99)	(\$22,878.56)	(\$23,707.88)	(\$3,356)	\$8,265	(\$4,625)	(\$4,422)	(\$8,239)
<i>C&RL -3300</i>	Revenue	\$148,000.66	\$144,455.00	\$137,298.25	\$132,305.79	\$40,751	\$19,060	\$17,531	\$12,240	\$20,186
	Expense	\$183,416.09	\$178,363.76	\$174,770.45	\$199,302.28	\$104,008	\$62,931	\$65,802	\$64,661	\$65,229
	Net	(\$35,415.43)	(\$33,908.76)	(\$37,472.20)	(\$66,996.49)	(\$63,257)	(\$43,871)	(\$48,271)	(\$52,421)	(\$45,043)
<i>C&RL News -3302</i>	Revenue	\$358,735.37	\$424,724.06	\$460,783.78	\$512,322.41	\$518,085	\$585,773	\$523,076	\$547,493	\$589,448
	Expense	\$439,909.78	\$453,235.56	\$425,096.35	\$431,480.51	\$430,721	\$446,431	\$424,675	\$505,693	\$588,749
	Net	(\$81,174.41)	(\$28,511.50)	\$35,687.43	\$80,841.90	\$87,364	\$139,342	\$98,401	\$41,800	\$999
<i>RBM -3303</i>	Revenue	\$32,991.89	\$35,332.34	\$35,735.68	\$38,129.74	\$35,993	\$39,923	\$37,831	\$36,182	\$30,491
	Expense	\$30,354.83	\$27,454.69	\$26,100.91	\$28,903.31	\$29,884	\$32,739	\$36,592	\$34,564	\$32,952
	Net	\$2,637.06	\$7,877.65	\$9,634.77	\$9,226.43	\$6,109	\$7,184	\$1,239	\$1,618	(\$2,461)
<i>Non-Periodical Pubs -3400</i>	Revenue	\$223,558.29	\$265,626.66	\$273,287.54	\$157,620.84	\$192,108	\$313,551	\$374,752	\$318,007	\$361,338
	Expense	\$196,986.45	\$201,299.91	\$224,828.74	\$138,589.41	\$182,316	\$259,236	\$289,149	\$279,313	\$284,791
	Net	\$26,571.84	\$64,326.75	\$48,458.80	\$19,031.43	\$9,792	\$54,315	\$85,603	\$38,694	\$76,547
<i>REAL - Applied Research -3401</i>	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$3,979.55	\$2,935.92	\$7,429.17	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	(\$3,979.55)	(\$2,935.92)	(\$7,429.17)	\$0.00	\$0	\$0	\$0	\$0	\$0
<i>CHOICE -3900</i>	Revenue	\$3,041,613.75	\$3,055,660.00	\$3,005,753.00	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$3,129,467	\$2,982,030
	Expense	\$3,076,028.29	\$3,004,480.00	\$3,024,753.00	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,385,618	\$3,212,114
	Net	(\$34,414.54)	\$51,180.00	(\$19,000.00)	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$256,151)	(\$230,084)
Subtotal Revenues Publications		\$3,889,289.57	\$4,031,117.78	\$4,025,612.96	\$3,864,928.28	\$3,925,047	\$4,093,326	\$3,967,958	\$4,155,863	\$4,107,054
Subtotal Expenses Publications		\$4,009,966.84	\$3,983,860.47	\$4,002,692.20	\$4,123,584.77	\$3,920,255	\$4,043,714	\$4,044,318	\$4,375,412	\$4,289,142
Subtotal Net Publications		(\$120,677.27)	\$47,257.31	\$22,920.76	(\$258,656.49)	\$4,792	\$49,612	(\$76,360)	(\$219,549)	(\$182,088)
Subtotal Rev Pub w/out CHOICE		\$847,675.82	\$975,457.78	\$1,019,859.96	\$938,409.28	\$894,092.00	\$1,075,935.00	\$1,074,984.00	\$1,026,396.00	\$1,125,024.00
Subtotal Exp Pub w/out CHOICE		\$933,938.55	\$979,380.47	\$977,939.20	\$952,186.77	\$857,136.00	\$893,267.00	\$914,952.00	\$989,794.00	\$1,077,028.00
Subtotal Net Pub w/out CHOICE		(\$86,262.73)	(\$3,922.69)	\$41,920.76	(\$13,777.49)	\$36,956.00	\$182,668.00	\$160,032.00	\$36,602.00	\$47,996.00
Education										
<i>RBMS Regional Workshops -3209</i>	Revenue	\$0.00	\$8,221.00	\$3,763.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$526.00	\$9,822.60	\$4,035.15	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	(\$526.00)	(\$1,601.60)	(\$272.15)	\$0.00	\$0	\$0	\$0	\$0	\$0
<i>Web CE -3340***</i>	Revenue	\$130,047.75	\$129,687.08	\$122,385.00	\$76,533.50	\$97,613	\$150,413	\$164,808	\$121,200	\$100,630
	Expense	\$84,138.17	\$76,268.81	\$94,714.59	\$48,426.71	\$60,214	\$65,714	\$90,401	\$79,863	\$77,146
	Net	\$45,909.58	\$53,418.27	\$27,670.41	\$28,106.79	\$37,399	\$84,699	\$74,407	\$41,337	\$23,484
<i>Licensed Workshops -3341</i>	Revenue								\$25,000	\$101,500
	Expense								\$23,421	\$99,910
	Net								\$1,579	\$1,590
<i>Midwinter Workshops -3700</i>	Revenue	\$7,980.00	\$0.00	\$9,480.00	\$0.00	\$0	\$13,275	\$0	\$0	\$0
	Expense	\$9,151.36	\$0.00	\$7,033.19	\$5.66	\$0	\$17,901	\$0	\$0	\$0
	Net	(\$1,171.36)	\$0.00	\$2,446.81	(\$5.66)	\$0	(\$4,626)	\$0	\$0	\$0
<i>RBMS Preconference -3800</i>	Revenue	\$178,692.00	\$135,807.00	\$148,130.00	\$166,179.32	\$180,418	\$231,570	\$203,174	\$163,352	\$187,752
	Expense	\$143,370.94	\$111,981.96	\$136,719.53	\$143,683.96	\$182,483	\$205,406	\$185,476	\$161,485	\$186,208
	Net	\$35,321.06	\$23,825.04	\$11,410.47	\$22,495.36	(\$2,065)	\$26,164	\$17,698	\$1,867	\$1,544
<i>Natl Conf Planning 2017 -3808</i>	Revenue	(\$14,500.00)	\$2,312,969.11	\$0.00	\$0.00	\$0	\$0	(\$23,000)	\$2,394,319	\$0
	Expense	\$182,277.72	\$1,645,010.34	\$42.75	\$6,309.44	\$31,808	\$17,994	\$186,467	\$2,094,151	\$45,204
	Net	(\$196,777.72)	\$667,958.77	(\$42.75)	(\$6,309.44)	(\$31,808)	(\$17,994)	(\$209,467)	\$300,168	(\$45,204)
<i>National Conference 2019 -3801</i>	Revenue	\$0.00	\$0.00	\$0.00	\$2,405,865.67	(\$26,026)	\$2,670,947	\$0	\$0	(\$30,000)
	Expense	\$1,368.76	\$49,283.88	\$187,485.52	\$1,696,772.17	\$123,613	\$1,891,879	\$28,205	\$18,442	\$187,233
	Net	(\$1,368.76)	(\$49,283.88)	(\$187,485.52)	\$709,093.50	(\$149,639)	\$779,068	(\$28,205)	(\$18,442)	(\$217,233)
<i>Annual Conf. Precons -3811</i>	Revenue	\$27,350.00	\$14,865.00	\$34,105.00	\$13,415.00	\$7,655	\$19,535	\$12,200	\$17,492	\$17,492
	Expense	\$22,001.33	\$12,871.54	\$21,480.94	\$11,098.71	\$11,845	\$25,276	\$14,427	\$15,219	\$17,140
	Net	\$5,348.67	\$1,993.46	\$12,624.06	\$2,316.29	(\$4,190)	(\$5,741)	(\$2,227)	\$2,273	\$352
<i>Annual Conf. Programs -3835</i>	Revenue	\$23,200.00	\$19,910.00	\$16,400.00	\$17,650.00	\$21,350	\$17,400	\$15,200	\$16,000	\$16,000
	Expense	\$50,958.20	\$45,871.92	\$42,884.08	\$48,945.18	\$51,409	\$52,767	\$42,725	\$56,238	\$70,822
	Net	(\$27,758.20)	(\$25,961.92)	(\$26,484.08)	(\$31,295.18)	(\$30,059)	(\$35,367)	(\$27,525)	(\$40,238)	(\$54,822)
<i>IMLS Grant Cost Share -3708</i>	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0.00	\$0.00	\$37,098.51	\$34,332	\$29,849	\$1,293	\$0	\$0
	Net	\$0.00	\$0.00	\$0.00	(\$37,098.51)	(\$34,332)	(\$29,849)	(\$1,293)	\$0	\$0
<i>WESS International Conference -3827</i>	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Education		\$352,769.75	\$2,621,459.19	\$334,263.00	\$2,679,643.49	\$281,010	\$3,103,140	\$372,382	\$2,737,363	\$393,374
Subtotal Expenses Education		\$493,792.48	\$1,951,111.05	\$498,677.75	\$1,992,340.34	\$495,704	\$2,306,786	\$548,994	\$2,448,819	\$683,663
Subtotal Net Education		(\$141,022.73)	\$670,348.14	(\$164,414.75)	\$687,303.15	(\$214,694)	\$796,354	(\$176,612)	\$288,544	(\$290,289)

Project Strategic Exec Sum

6/13/2017 11:18		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
Advocacy										
Government Relations-3704	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$40,564.02	\$30,011.11	\$31,514.86	\$28,044.27	\$20,290	\$26,282	\$23,139	\$44,710	\$46,802
	Net	(\$40,564.02)	(\$30,011.11)	(\$31,514.86)	(\$28,044.27)	(\$20,290)	(\$26,282)	(\$23,139)	(\$44,710)	(\$46,802)
Council of Liaisons -3501	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$45,605.03	\$36,126.77	\$42,023.44	\$39,856.45	\$40,142	\$47,059	\$59,040	\$67,374	\$71,265
	Net	(\$45,605.03)	(\$36,126.77)	(\$42,023.44)	(\$39,856.45)	(\$40,142)	(\$47,059)	(\$59,040)	(\$67,374)	(\$71,265)
Technology Summit - 3208*	Revenue	\$500.00	\$950.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Expense	\$500.00	\$950.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Advocacy		\$500.00	\$950.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Subtotal Expenses Advocacy		\$86,669.05	\$67,087.88	\$73,538.30	\$67,900.72	\$60,432	\$73,341	\$82,179	\$112,084	\$118,067
Subtotal Net Advocacy		(\$86,169.05)	(\$66,137.88)	(\$73,538.30)	(\$67,900.72)	(\$60,432)	(\$73,341)	(\$82,179)	(\$112,084)	(\$118,067)
Rev ENABLING PROGRAMS & SERVICES		\$4,951,861.64	\$7,367,726.34	\$5,069,217.06	\$7,292,383.72	\$4,934,380	\$7,956,439	\$5,509,437	\$7,913,436	\$5,482,099
Exp ENABLING PROGRAMS & SERVICES		\$5,097,256.86	\$6,721,686.83	\$5,249,961.78	\$6,830,831.53	\$5,168,589	\$7,314,573	\$6,108,559	\$8,454,791	\$6,777,845
Net ENABLING PROGRAMS & SERVICES		(\$145,395.22)	\$646,039.51	(\$180,744.72)	\$461,552.19	(\$234,209)	\$641,866	(\$599,122)	(\$541,355)	(\$1,295,746)
ENABLING PROGS & SERVS W/O CHOICE		\$1,910,247.89	\$4,312,066.34	\$2,063,464.06	\$4,365,864.72	\$1,903,425	\$4,939,048	\$2,616,463	\$4,783,969	\$2,500,069
ENABLING PROGS & SERVS W/O CHOICE		\$2,021,228.57	\$3,717,206.83	\$2,225,208.78	\$3,659,433.53	\$2,105,470	\$4,164,126	\$2,979,193	\$5,069,173	\$3,565,731
ENABLING PROGS & SERVS W/O CHOICE		(\$110,980.68)	\$594,859.51	(\$161,744.72)	\$706,431.19	(\$202,045)	\$774,922	(\$362,730)	(\$285,204)	(\$1,065,662)
		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
TOTAL: Revenue including CHOICE		\$5,131,000.64	\$7,632,474.34	\$5,393,720.06	\$7,634,332.72	\$5,220,790	\$8,285,475	\$5,509,437	\$7,913,436	\$5,482,099
TOTAL: Expenses including CHOICE		\$5,373,795.91	\$7,077,108.95	\$5,635,066.50	\$7,180,441.20	\$5,548,489	\$7,718,559	\$6,108,559	\$8,454,791	\$6,777,845
TOTAL: Net including CHOICE		(\$242,795.27)	\$555,365.39	(\$241,346.44)	\$453,891.52	(\$327,699)	\$566,916	(\$599,122)	(\$541,355)	(\$1,295,746)
TOTAL: Revenue W/O CHOICE		\$2,089,386.89	\$4,576,814.34	\$2,387,967.06	\$4,707,813.72	\$2,189,836	\$5,268,084	\$2,616,463	\$4,783,969	\$2,500,069
TOTAL: Expenses W/O CHOICE		\$2,297,767.62	\$4,072,628.95	\$2,610,313.50	\$4,009,043.20	\$2,485,397	\$4,568,123	\$2,979,193	\$5,069,173	\$3,565,731
TOTAL: Net W/O CHOICE		(\$208,380.73)	\$504,185.39	(\$222,346.44)	\$698,770.52	(\$295,562)	\$699,961	(\$362,730)	(\$285,204)	(\$1,065,662)
% OF TOTAL REVENUE W/O CHOICE										
Strategic Priorities		8.57%	5.78%	13.59%	7.26%	13%	6%	19%	5%	9%
Member Engagement		33.95%	15.60%	29.70%	15.88%	33%	14%	30%	16%	30%
Education		16.88%	57.28%	14.00%	56.92%	13%	59%	13%	57%	16%
Publications		40.57%	21.31%	42.71%	19.93%	41%	20%	38%	21%	45%
Advocacy		0.02%	0.02%	0.00%	0.00%	0%	0%	0%	0%	0%
		100.00%	100.00%	100.00%	100.00%	100%	100%	100%	100%	100%
% OF TOTAL EXPENSES W/O CHOICE										
Strategic Priorities		12.04%	8.73%	14.75%	8.72%	15%	9%	22%	11%	13%
Member Engagement		22.06%	17.67%	25.86%	16.14%	28%	19%	28%	19%	34%
Education		21.49%	47.91%	19.10%	49.70%	20%	50%	19%	48%	19%
Publications		40.65%	24.05%	37.46%	23.75%	34%	20%	29%	20%	30%
Advocacy		3.77%	1.65%	2.82%	1.69%	2%	2%	3%	2%	3%
		100.00%	100.00%	100.00%	100.00%	100%	100%	100%	100%	100%

Project Strategic Exec Sum

6/13/2017 11:18		FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
% OF TOTAL NET W/O CHOICE										
Strategic Priorities		46.74%	-17.98%	27.26%	-1.10%	32%	-11%	33%	99%	23%
Member Engagement		-97.17%	-1.08%	-15.42%	14.43%	-12%	-19%	20%	76%	43%
Education		67.68%	132.96%	73.95%	98.36%	73%	114%	37%	-101%	27%
Publications		41.40%	-0.78%	-18.85%	-1.97%	-13%	26%	-2%	-13%	-5%
Advocacy		41.35%	-13.12%	33.07%	-9.72%	20%	-10%	11%	39%	11%
		100.00%	100.00%	100.00%	100.00%	100%	100%	100%	100%	100%
CHOICE -3900										
Revenue		\$3,041,613.75	\$3,055,660.00	\$3,005,753.00	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$3,129,467	\$2,982,030
Expense		\$3,076,028.29	\$3,004,480.00	\$3,024,753.00	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,385,618	\$3,212,114
Net		(\$34,414.54)	\$51,180.00	(\$19,000.00)	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$256,151)	(\$230,084)
* The total expenses for the Technology Summit include an additional \$25,000 in expenses that are not reflected in the project budget as \$25,000 of ACRL LTI interest was allocated to this strategic initiative.										
** 2008 actual contains \$400 in expenses previously unreported due to an accounting misallocation.										
*** ACRL embraces the use of information technology in the deliver of its Web-CE courses.										
DEFINITIONS Lines 41-43: Show the subtotal of all ACRL Strategic Priority projects' Revenue, Expense, and Net Revenue. Lines 86-88: Show the subtotal of all Member Services projects' Revenue, Expense, and Net Revenue. Lines 153-155: Show the subtotal of all Professional Development projects' Revenue, Expense, and Net Revenue. Line 115-117: Shows the subtotal of all Publications projects' Revenue, Expense, and Net Revenue. Line 167-169: Shows the subtotal of all Advocacy projects' Revenue, Expense, and Net Revenue. Lines 181-183: Show the total of all ACRL projects' Revenue, Expense, and Net Revenue. Line 181, Total Revenue is equal to the sum of lines 41, 86, 115, 153, and 167. Lines 182 and 183 are calculated similarly. Lines 186-188: Show the total of all ACRL projects' Revenues, Expenses, and Net Revenues w/o CHOICE Revenue, Expense or Net Revenue. Line 186, total ACRL Revenue w/o CHOICE is equal to line 181, the Total of all ACRL projects' Revenue, minus line 214, CHOICE Revenue. Line 187 and 188 are calculated similarly. Lines 190-195: Show the Subtotal of Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Revenues w/o CHOICE. Line 191, Strategic Priorities (% of Total Revenue) is equal to line 41, Subtotal of Strategic Priority Revenue, divided by line 186, Total Revenue w/o CHOICE. Lines 192-195 are calculated similarly. Lines 198-203: Show the Subtotal of Expenses for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Expenses w/o CHOICE. Line 199, Strategic Priorities (% of Total Expense) is equal to line 42, Subtotal of Strategic Priority Expense, divided by line 187, Total Expense w/o CHOICE. Lines 200-203 are calculated similarly. Lines 206-211: Show the Subtotal of Net Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Net Revenues w/o CHOICE. Line 207, Strategic Priorities (% of Total Net Revenue) is equal to line 43, Subtotal of Strategic Priority Net Revenue, divided by line 188, Total Net Revenue w/o CHOICE.										

ACRL FY18 Budget
Changes Midwinter 2017 to Annual Conference 2017

0000 Administrative

- Salaries updated to add new Program Coordinator position; and to reflect the 2% ALA salary increase, as directed per ALA budget directions.

3200 Membership

- 5110 Professional Services: added \$100,000 for membership promotion, retention, recruitment efforts.
- 5350 Program Allocation: added the Board-approved addition of \$200,000 for CHOICE OER project.

3203 Advisory

- Added \$1,000 in travel costs for new adjunct to shadow/trial. Would not charge back to client, ACRL will assume these costs: 5210 travel \$700 and 5212 lodging/meals \$300.

3302 C&RL News

- Added \$75,000 to the web operating expense line to finish digitizing back files of *C&RL News*.

3501 Council of Liaisons

- 5016: increased amount to reflect actual dues rate charged. Increased from \$13,563 to \$13,803.

3800 RBMS Conference

- 4400 Donations, Booksellers Showcase pricing increased by \$100 donation/participant increasing this revenue line by \$4,000. Additional donations were reduced by \$2,000 to make the total increase to this line \$2,000 and a total of \$64,000 total in donations. (History for past 3 years is 68K, 62K, 56K totals respectively).

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ACRL AC17 Doc 9.0
(Also ACRL AC16 B&F Doc 13.1)

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



To: ACRL Board of Directors

Subject: Personal membership dues rate for FY18

Submitted by: John Lehner, ACRL Budget & Finance Committee Chair

Date submitted: June 25, 2017

BACKGROUND:

In the spring of 2011, the ACRL membership approved a change to the ACRL Bylaws to vest the Board with the authority to raise personal membership dues rates within the constraint of the increases in the Higher Education Price Index (HEPI). The Bylaws read:

Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Organizational and corporate member dues shall be determined by the ACRL Board of Directors.

Calculation of allowable FY18 dues increase

The HEPI Index is no longer being updated throughout the year, so the calculations are based on the 2016 HEPI rate which is a 1.8% increase. 1.8% of ACRL's current personal dues rate of \$63 is \$1.13. Similarly, 1.8% of ACRL's current retired member dues rate of \$41 is \$0.73. Rounded to the nearest dollar the largest increase possible in FY18 for the regular personal member category as well as the retired member category is \$1.00.

Note: Six of ALA's eleven divisions (ACRL, ALCTS, LITA, PLA, RUSA, YALSA) have dues of \$60-\$73. The other five divisions (AASL, ALSC, ASCLA, LLAMA, and United for Libraries) have dues of \$50-\$55.

ACTION RECOMMENDED: That the ACRL Board of Directors discusses and takes action on the Budget & Finance Committee's recommendation detailed in documents for personal member dues rates in FY18 as detailed in the motion below.

Motion: That the Board of Directors approves to raise ACRL regular personal membership dues by one dollar and retired membership rates by one dollar as permitted by the 2016 HEPI report. The FY16 HEPI reported a 1.8% increase. This increase would result in the following personal dues rates for FY17:

1. Personal members: \$64
2. Retired members: \$42

IF PERTINENT: Have other stakeholders been consulted? If so, please identify stakeholders and their comments about this action.

STRATEGIC GOAL AREA SUPPORTED: Please add additional sheets as needed to explain. (Select the goal area that will be affected most by this action.)

☐

Value of Academic Libraries

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

ACRL AC17 Doc 9.0
(Also ACRL AC16 B&F Doc 13.1)

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs ,services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

See attached documents.

MOTION: ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

ACRL AC17 Doc 9.1
(Also ACRL AC17 B&F Doc 13.0)

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



To: ACRL Budget & Finance Committee

Subject: Personal membership dues rate for FY18

Submitted by: John Lehner ACRL Budget & Finance Committee Chair

Date submitted: June 7, 2017

BACKGROUND:

In the spring of 2011, the ACRL membership approved a change to the ACRL Bylaws to vest the Board with the authority to raise personal membership dues rates within the constraint of the increases in the Higher Education Price Index (HEPI). The Bylaws read:

Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Organizational and corporate member dues shall be determined by the ACRL Board of Directors.

The Budget & Finance Committee is charged with making an annual recommendation for personal member dues rates to the Board. To determine its recommendation, the Budget & Finance Committee will consider the association's budget for the coming year and the HEPI in addition to the association's overall priorities and resources. As of 2017, the HEPI is no longer being updated throughout the year so the FY18 personal dues increase is based on the 2016 HEPI report which was released in the fall 2016. Going forward, the HEPI will now be announced only in the fall so there will be a one year lag in applying the rate to the future dues considerations.

Process for setting personal member dues rates:

- The Budget & Finance Committee will vote at its Annual Conference meeting to determine its recommendation to the Board for the personal member dues rate for the coming year (FY17).
- The Chair of the Budget & Finance Committee will present the committee's recommendation item to the Board of Directors at its second Board meeting for consideration.
- The dues rate change (if any is approved) will begin September 1, 2017 which is the first day of FY18.

If Budget & Finance wants to recommend dues, here is a draft motion:

Motion:

That the Budget & Finance Committee recommend to the ACRL Board of Directors raising ACRL regular personal membership dues by one dollar and retired membership rates by one dollar as permitted by the 2016 HEPI. The FY16 HEPI reported a 1.8% increase. This increase would result in the following personal dues rates for FY18:

1. Personal members: \$64
2. Retired members: \$42

Actions needed:

- Budget & Finance Committee discussion of possible dues rates based on 2016 HEPI. Budget & Finance Committee vote on its recommendation to the Board.

ACRL AC17 Doc 9.1
(Also ACRL AC17 B&F Doc 13.0)

Calculation of allowable FY18 dues increase:

- The FY16 HEPI reported a 1.3% increase. 1.8% of ACRL's current personal dues rate of \$63 is \$1.13. Similarly, 1.8% of ACRL's current retired member dues rate of \$41 is \$0.73. Rounded to the nearest dollar the largest increase possible in FY18 for the regular personal member category is \$1.00 for retired member categories.

Note: Six of ALA's eleven divisions (ACRL, ALCTS, LITA, PLA, RUSA, YALSA) have dues ranging from \$60-\$73. The other five divisions (AASL, ALSC, ASCLA, LLAMA, and United for Libraries) have dues ranging from \$50-\$55.

IF PERTINENT: Have other stakeholders been consulted? If so, please identify stakeholders and their comments about this action.

STRATEGIC GOAL AREA SUPPORTED: Please add additional sheets as needed to explain. (Select the goal area that will be affected most by this action.)

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

See attached documents.

MOTION: ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

ACRL AC17 Doc 9.2
(Also ACRL AC17 B&F Doc 19.0)

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



To: ACRL Board of Directors
Subject: Student membership dues
Submitted by: John Lehner, ACRL Budget & Finance Committee Chair
Date submitted: June 25, 2017

BACKGROUND:

During the past year the ACRL Budget and Finance Committee has considered the feasibility of reducing and/or eliminating student membership dues. Many other professional associations have embraced “freemium” membership models for students with openness as a key goal. By lowering the barrier to access to its community, many associations seek to realize an increase in the perspectives, ideas, and knowledge sharing. By becoming more open, associations aim to become more inclusive.

Library school students first began paying ACRL membership dues in 1981. For twenty-four years (1981-2005), ACRL student members paid the same dues as regular members. During this time, student membership was limited to two years and required at least half-time enrollment in a library science program. In 2006 ACRL student membership was reduced by 23% (\$10) and is currently 35% (\$22) lower than regular membership dues.

Note: Eight of ALA’s eleven divisions (ALCTS, ALSC, ASCLA, LLAMA, LITA, RUSA, United for Libraries, YASA) have student dues of \$15-25. The other three divisions (AASL, ACRL, and PLA) have dues of \$32-\$41) with ACRL having the highest student dues of \$41.

During the past 17 years, student membership as a percentage of ACRL personal membership has increased from a low of 4.45% (470) in 2000 to a high of 11.3% (1,330) in 2011. Students currently comprise 6.5% (658) of ACRL personal members. This drop mirrors the decrease in library school enrollments which declined 23.7% between 2009-2015.

Appendix A provides financial models and impact projections for discounted dues ranging from 50%-100% as well as the assumptions for the models.

ACTION RECOMMENDED: That the ACRL Board of Directors discuss and take action on the Budget & Finance Committee’s recommendation for student member dues rates in FY18 as detailed in the motion below.

Motion: That the Board of Directors approve a student membership dues rate of \$xx.

IF PERTINENT: Have other stakeholders been consulted? If so, please identify stakeholders and their comments about this action.

Ninety-two percent of ACRL student members who responded to surveys in 2016 reported paying their own membership dues and 71% pay their own conference registration fees. In FY16 twenty-four percent (174) of the first-year members who were students did not renew and, according to those who responded to recent surveys, the main reason was that membership dues were considered too high for they received in return.

STRATEGIC GOAL AREA SUPPORTED: Please add additional sheets as needed to explain. (Select the goal area that will be affected most by this action.)

☐ **Value of Academic Libraries**

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

ACRL AC17 Doc 9.2
(Also ACRL AC17 B&F Doc 19.0)

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs ,services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

The financial impact and impact on membership are described in Appendix A.

MOTION: ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

ACRL AC17 Doc 9.3
(Also ACRL AC17 B&F Doc 13.3)

Appendix A

Financial Impact Models for Free/Discounted ACRL Student Membership Dues

				Cumulative Impact 2018-2022 Assumes an additional 174 student members are retained from 2018-2022				
Regular Member Dues Discount %	Student Member Dues Discounted as a % of Regular Member Dues	Discount as a % of Current Student Dues	\$ Amount of Reduction in Current Student Dues	Revenue in Y1	Revenue in Y2	Revenue in Y3	Revenue in Y4	Revenue in Y5
50%	\$31.50	23.1%	\$9.50	\$20,727	\$41,454	\$62,181	\$82,908	\$103,635
Potential Lost Revenue				\$6,251	\$12,502	\$18,753	\$25,004	\$31,255
66%	\$21.42	47.7%	\$19.58	\$14,094	\$28,189	\$42,283	\$56,377	\$70,472
Potential Lost Revenue				\$12,884	\$25,767	\$38,651	\$51,535	\$64,420
75%	\$15.75	61.5%	\$25.25	\$10,364	\$20,727	\$31,091	\$41,454	\$51,818
Potential Lost Revenue				\$16,615	\$33,229	\$49,844	\$66,458	\$83,073
80%	\$12.60	69.2%	\$28.40	\$8,291	\$16,582	\$24,873	\$33,164	\$41,455
Potential Lost Revenue				\$18,687	\$37,374	\$56,062	\$74,749	\$93,436
100%	\$41.00	100%	\$41.00	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Potential Lost revenue				\$26,978	\$53,956	\$80,934	\$107,912	\$134,890

The discounted student member dues rate is calculated using the FY17 ACRL regular membership dues rate of \$63 and for the purposes of this projection assumes no increase in regular member dues for the next five years. The dollar value of the discounted student membership dues is also shown relative to the current student membership dues rate using the FY17 student member dues rate of \$41 minus the dollar amount of the discount. For example, if the student dues rate is based on a 50% discount off the ACRL regular dues of \$63, the student rate would be \$31.50. However, “lost” revenue would only be \$9.50 (\$41.00 – \$31.50). Such a discount would lower the current student dues by 23.1% (a reduction of \$9.50 from what students currently pay). For the purposes of projections, a student membership of 658 is assumed (based on the May 2017 membership report).

ACRL AC17 Doc 9.3
(Also ACRL AC17 B&F Doc 13.3)

As the charts below illustrate, the elimination of student dues has the potential to trigger a compounding effect whereby students who would normally fall away are retained year-over-year. With all other factors remaining equal, retaining 174 additional students year-over-year could restore ACRL membership to levels not seen since 2007. However, increased numbers does not mean increased revenues. If this approach is taken it would be important to put in place communication and possibly incentives to induce students to convert their free membership to a paid membership upon graduation and finding employment.

Projected Impact of Eliminating Student Dues on ACRL Membership

Fiscal Year	Average # of New Members	# of New Student Members	Projected # of New Student Members Retained with Free Membership	Projected impact on total ACRL Membership 5 Years Forward				
				% increase over FY16 in FY18	% increase over FY16 in 2019	% increase over FY16 in FY20	% increase over FY16 in FY21	% Increase over FY16 in FY22
FY18	1,000	485	174	1.6%				
FY19	1,000	485	384		3.6%			
FY20	1,000	485	522			4.9%		
FY21	1,000	485	696				6.5%	
FY22	1,000	485	870					8.2%

These projections are based on the following assumptions:

- Membership increases are based on FY16 membership of 10,592 (a non-conference year)
- Student members will continue to constitute 48.5% of all new ACRL members;
- New members continue to join ACRL at the rate of at least 1,000 a year. This number is the 22-year average of ACRL new member acquisition.
- Historically, at least 24% of student members drop their ACRL membership after their first year. It is this group of members we might reasonably expect to retain with free student memberships. These projections use the FY16 loss rate (174 new student members) to calculate the membership growth.
- That free membership will help to retain 100% of the student members who drop their ACRL membership for the full 5 years of eligibility.

ACRL AC17 Doc 9.3
(Also ACRL AC17 B&F Doc 13.3)

- ALA will continue to limit ACRL student membership to 5 years and that students will continue to be ACRL members as long as ACRL membership is free.
- Student members will be willing to pay ALA student membership dues (currently \$36).

Fiscal Year	Average # of New Members	# of New Student Members	Projected # of Student Members Retained with Free Membership	Projected Impact on ACRL Membership Over the Next 5 Years				
				1.6% increase in FY18 over May 2017 membership of 10,766	3.6% increase over FY17 in FY19	4.9% increase over FY17 in FY20	6.5% increase over FY17 in FY21	8.2% Increase over FY17 in FY22
FY18	1,000	485	174	10,938				
FY19	1,000	485	384		11,322			
FY20	1,000	485	522			11,844		
FY21	1,000	485	696				12,540	
FY22	1,000	485	870					13,410

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ACRL AC17 Doc 9.4
(Also ACRL AC17 B&F Doc 13.3)

FY18 Personal Member Dues Increase Projection

Category	Current Rate	FY16 HEPI ¹ Increase	\$ Amount**	Proposed FY17 Rate	Members*	Projected Revenue	Additional FY 17 Revenue	Cumulative Revenue from FY11 – FY16 Dues Increases
Personal	\$63	1.8%	\$1.00 ²	\$64	9,069	\$580,416	\$9,069	\$55,762
Retired	\$41	1.8%	\$1.00	\$42	353	\$14,826	\$353	\$1,903
Total						\$595,242	\$9,422	\$57,665

Based on May 2017 membership report. Calculations do not include 222 personal members who pay no dues. Complimentary memberships are given to Spectrum Scholars, pre-1976 continuing members (retired with 25 years of continuous ALA membership), and pre-1976 life members.

**Increase rounded to the nearest dollar.

¹ HEPI stands for Higher Education Price Index. The Higher Education Price Index (HEPI) is an inflation index designed specifically to track the main cost drivers in higher education. Additional information is available at <http://www.commonfund.org/CommonfundInstitute/HEPI/Pages/default.aspx>. As of 2017, the HEPI Index is no longer being updated throughout the year so the FY18 personal dues increase is based on the 2016 HEPI report which was released in the fall 2016.

² ACRL Bylaws Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote.

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ALA Washington Office

Contributions to the ALA Executive Director's Report to Board and Council June 2017

OFFICE OF GOVERNMENT RELATIONS (OGR)

Phase One of *Fight for Libraries!* Appropriations Campaign Finishes Strong in Senate

At last report, ALA's Association-wide "all-hands" effort to secure record Congressional support for FY 2018 federal library funding, conceived and coordinated by OGR, was well underway. [Record numbers of Representatives](#), essentially one-third of all Members, had been convinced to sign separate letters to the House Appropriations Committee backing specific funding amounts for LSTA and Innovative Approaches to Literacy (IAL), and efforts to achieve equally dramatic results [in the Senate](#) were well underway. That work in the Senate [culminated on May 25](#) with a near 20% increase in the number of total Senators (to 37) signing similar letters for IAL and a 33% increase in signatures (to 45) for LSTA. These increases were achieved notwithstanding a more than halved pool of total potential Senate signators given the: retirement of one past supporter; loss of two previously supportive Democratic Senators to leadership positions in which they do not sign such letters; decision by two Republican Senators not to sign the one letter they each joined last year; and the absence of any other signatures by members of the majority with just three exceptions (two of whom co-authored the LSTA and IAL letters). In addition, members of the Appropriations Committee of either party typically do not sign such Dear Appropriator letters. The favorable results in both the House and Senate are attributable to: the total engagement of ALA's leadership; tremendous grassroots and "grasstops" mobilization by every ALA Chapter, Division and affiliate (more than 42,000 emails to Congress were recorded at ALA's [Legislative Action Center](#) between mid-March and late May); and the extraordinary efforts of every OGR staff person with the support, throughout the process, of literally every member of the Washington Office.

Unprecedented Corporate Support for Library Funding Catalyzed by OGR, Gale/Cengage

The results of ALA's efforts to maximize Senate support for the FY 2018 Dear Appropriator letters for LSTA and IAL also were aided by the rapid coalescence and launch of the [Corporate Committee for Library Investment](#) (CCLI), which was co-conceived and catalyzed by OGR and Gale/Cengage. ALA is not a member of CCLI, but OGR's Managing Director coordinates its strategy, communications and other activities. Less than a month after ALA and Gale met and agreed in mid-April to try to launch such a group, ten core member companies wrote jointly to every Senator on May 10 urging them to sign both the LSTA and IAL Dear Appropriator letters and to support IMLS. CCLI itself launched with a national press release on May 17 and reissued a [version of that letter](#) to all Senators signed by 26 companies. The group's [membership](#) now stands at nearly 100. It includes individual companies and three national trade associations representing many Fortune 500 firms and multiple sectors of the economy: the [American Booksellers Association](#), [Computer & Communications Industry Association](#), and [Software and Information Industry Association](#). It is intended to be an ongoing organization whose [mission](#) is to maximize federal library funding for IMLS and programs like LSTA and IAL, as well as for library construction and modernization, and the enhanced speed and availability of library broadband technology to the public. CCLI will not advocate on other library issues, particularly copyright.

OFFICE FOR INFORMATION TECHNOLOGY POLICY (OITP)

Net neutrality heats up; ALA responds

On May 18, the Federal Communications Commission (FCC) voted to begin a formal rulemaking to roll back net neutrality. In response, ALA issued a strong [statement](#) in favor of net neutrality with a promise for continued advocacy. On June 6, a coalition that includes ALA announced an internet-wide day of action to save net neutrality for July 12th. The press release announcing the event, in which ALA is mentioned, has received considerable media attention. ALA is now developing comments to submit to the FCC and issued [advice](#) to ALA members who wish to submit their own comments.

A month of outreach

Four OITPers presented in three different conferences in the past month. Alan Inouye presented in a panel session and plenary session at the Partnership for Progress in the Digital Divide [conference](#) in San Diego. The remarks from his plenary talk were published in the essay “Improving the Practice of Public Policy” on the Digital Beat [blog](#) of the Benton Foundation. Carrie Russell was a featured speaker at the Kraemer Copyright [Conference](#) at the University of Colorado, Colorado Springs. At the Schools, Health, and Libraries Broadband (SHLB) coalition [conference](#) in Crystal City, Virginia, OITP Senior Fellow Bob Bocher and OITP Fellow Ellen Satterwhite served on panels to discuss fiber broadband and spectrum issues.

Gearing up for changes to the E-rate program

OITP expects the re-engineering of the E-rate program to be on the FCC’s agenda this fall or winter. Accordingly, we launched our work to develop our plans and proposal through a 5 hour meeting co-located with the SHLB coalition conference. This meeting of a dozen participants included members of our E-Rate Task Force, OITP Senior Fellow Robert Bocher, ALA Immediate Past-president Sari Feldman (who is on the SHLB Board), and relevant staffers from the Washington Office.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
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Board of Directors Action Form

To: ACRL Board of Directors, Budget & Finance Committee

Subject: ACRL Section Basic Service Funding Formula Review

Submitted by: Megan Griffin, ACRL Program Officer

Date submitted: June 13, 2017

Background

At the 2014 ALA Midwinter Meeting in Philadelphia, the ACRL Board approved a motion to base section budgets (also known as “section basic services budgets”) for FY15-17 on FY14 section membership levels.

This action was taken as a financial precaution in advance of ALA’s switch to a new e-commerce system which, in order to reduce the number of pricing rules that had to be programmed, required ACRL to stop charging dues for sections. These \$5.00 dues for sections above the three free sections had provided a low barrier to membership, ensuring that those members that affiliated were really interested in a particular group—this was something desired by section leaders. With that low barrier removed completely potentially, every ACRL member could affiliate with every section and interest group.

Since ACRL’s section funding formula includes a flat base and an additional \$.75/member over 400, the increased memberships could result in section basic services budgets totaling as much \$152,000. The current section basic services budget is \$29,000. See details in the financial impact section below.

For FY15, FY16, and FY17, the funding model superseded the existing section funding model as described in the Guide to Policies and Procedures Section 4.2.1:

4.2.1 Section basic services allocation

Each section receives a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31). Budget memos confirming the basic service allocation are delivered in October. (Source: ACRL Board, January 2013)

Section membership levels attained at the close of FY14, i.e., August 2014, will be used to budget and allocate section funding for FY15-FY17.

(Source: ACRL Board, January 2014.)

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

The freeze at August 2014 membership levels allowed the association time to assess the impact that the ALA change in e-commerce pricing had on membership levels and finances. In addition, the group agreed that the change would not present an undue burden to the ACRL sections. The Board requested an assessment on changes to section membership, and a proposal regarding the future funding model prior to the end of FY17. As the attached "Section Membership & Expenditure Analysis" (Doc 11.2) shows, membership in most sections did slightly increase from FY14-FY17, but not to an extent that would trigger a significant increase to the section basic services budget. Based on these figures, the FY18 section budget allocation would potentially be budgeted at \$28,744. If the funding formula is reinstated, staff will use the August 2017 membership figures to set the FY18 basic services budgets.

Stakeholders

The Budget and Finance Committee reviews this recommendation and forwards a recommendation to the Board for consideration.

Action Recommended

That the ACRL Board of Directors reinstates the prior section basic services funding model where each section receives a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31).

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Currently each section receives a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400. Based on these figures, the FY18 section budget allocation would potentially be set at \$28,744, which is on par with budget allocations set prior to the funding freeze.

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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ACRL Section Basic Services Actuals: Comparing FY11 to FY16																			
Section	Allocation	Committee Work	Member Engagement	Leadership / Prof. Development	Recognition or Gifts	Publishing	Advocacy	Total Spent FY11	% Spent FY11	Total Spent FY12	% Spent FY12	Total Spent FY13	% Spent FY13	Total Spent FY14	% Spent FY14	Total Spent FY15	% Spent FY15	Total Spent FY16	% Spent FY16
AAMES								\$586.13	52%	\$688.78	62%	\$368.37	34%	\$933.00	93%	\$828.00	83%	\$999.68	100.00%
AFAS								\$1,197.67	116%	\$167.62	16%	\$826.15	81%	\$1,000.00	100%	\$966.00	97%	\$985.17	99.00%
ANSS								\$1,098.09	90%	\$1,000.00	81%	\$538.00	45%	\$500.00	47%	\$300.00	28%	\$1,017.31	100.00%
Arts								\$517.17	35%	\$0.00	0%	\$500.00	34%	\$0.00	0%	\$531.00	41%	\$1,260.00	100.00%
CJCLS								\$1,540.00	83%	\$1,156.19	60%	\$1,253.75	67%	\$1,715.00	100%	\$1,458.00	85%	\$1,626.96	100.00%
CLS								\$2,282.26	78%	\$1,543.00	51%	\$2,219.20	77%	\$2,250.00	81%	\$2,508.00	91%	\$2,550.00	100.00%
DLS								\$923.94	47%	\$1,947.68	95%	\$1,779.24	89%	\$1,450.51	77%	\$1,769.00	94%	\$1,795.55	100.00%
EBSS								\$1,439.03	94%	\$1,237.60	81%	\$1,129.75	76%	\$1,262.71	94%	\$975.00	72%	\$1,281.66	100.00%
IS								\$2,444.10	61%	\$3,811.08	91%	\$3,085.47	77%	\$2,952.13	75%	\$3,354.00	85%	\$3,662.04	99.00%
LPSS								\$796.62	65%	\$942.48	76%	\$1,036.13	85%	\$603.02	57%	\$229.00	22%	\$1,005.00	100.00%
LES								\$831.69	66%	\$995.01	76%	\$930.58	78%	\$1,092.88	98%	\$500.00	45%	\$1,054.55	98.00%
RBMS								\$1,962.57	89%	\$1,271.40	58%	\$1,865.44	87%	\$285.55	14%	\$286.00	14%	\$1,887.49	100.00%
STS								\$1,141.07	60%	\$1,750.00	91%	\$1,097.75	59%	\$1,246.03	73%	\$1,108.00	65%	\$1,550.00	96.00%
SEES								\$0.00	0%	\$0.00	0%	\$136.44	14%	\$522.98	52%	\$250.00	25%	\$1,000.00	100.00%
ULS								\$3,371.53	76%	\$4,058.71	90%	\$2,871.58	68%	\$2,038.34	50%	\$2,520.00	62%	\$3,778.87	100.00%
WESS								\$726.69	59%	\$760.38	63%	\$975.74	82%	\$969.93	94%	\$977.00	95%	\$880.96	87.00%
WGSS								\$425.00	35%	\$308.00	26%	\$435.58	38%	\$300.00	30%	\$300.00	30%	\$300.00	29.00%
Total FY11	\$31,645	\$1,374	\$8,789	\$5,453	\$2,459	\$1,500	\$1,709	\$21,283.56	67%	\$21,638.00	67%	\$20,680.80	67%	\$19,122.08	66%	\$18,859.00	65%	\$26,635.24	92.02%
Total FY12	\$32,241	\$468	\$8,040	\$8,540	\$2,621	\$1,969	\$0												
Total FY13	\$31,008	\$751	\$7,524	\$6,005	\$2,886	\$743	\$2,772												
Total FY14	\$28,944	\$302	\$8,895	\$5,411	\$3,689	\$338	\$487												
Total FY15	\$28,944	\$686	\$9,127	\$4,373	\$3,442	\$0	\$1,231												
Total FY16	\$28,944	\$112	\$8,375	\$2,250	\$14,177	\$1,093	\$628												

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, ACRL conference donations, etc.

Recognition/Gifts: ACRL scholarship donations, award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY11									
Section	Allocation	Committee Work	Member Engagement	Leadership / Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,130				\$586.13			\$ 586.13	52%
AFAS	\$1,035		\$1,197.67					\$ 1,197.67	116%
ANSS	\$1,215			\$600.00	\$498.09			\$ 1,098.09	90%
Arts	\$1,494			\$500.00	\$17.17			\$ 517.17	35%
CJCLS	\$1,862				\$540.00		\$1,000.00	\$ 1,540.00	83%
CLS	\$2,932		\$916.08	\$1,000.00	\$366.18			\$ 2,282.26	78%
DLS	\$1,947		\$923.94					\$ 923.94	47%
EBSS	\$1,527	\$74.46	\$633.34	\$517.03			\$214.20	\$ 1,439.03	94%
IS	\$4,033	\$200.00	\$1,717.34	\$498.15	\$28.61			\$ 2,444.10	61%
LPSS	\$1,227	\$19.18	\$777.44					\$ 796.62	65%
LES	\$1,263	\$468.00	\$343.69		\$20.00			\$ 831.69	66%
RBMS	\$2,195	\$45.39	\$79.68	\$337.50		\$1,500.00		\$ 1,962.57	89%
STS	\$1,896	\$65.19	\$75.88	\$1,000.00				\$ 1,141.07	60%
SEES	\$1,011							\$ -	0%
ULS	\$4,446		\$2,098.82	\$1,000.00	\$272.71			\$ 3,371.53	76%
WESS	\$1,233	\$101.49			\$130.11		\$495.09	\$ 726.69	59%
WGSS	\$1,199	\$400.00	\$25.00					\$ 425.00	35%
Total	\$ 31,645	\$1,374	\$8,789	\$5,453	\$ 2,459.00	\$ 1,500.00	\$1,709	\$21,283.56	67%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY12									
Section	Allocation	Committee Work	Member Engagement	Leadership / Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,116				\$688.78			\$688.78	62%
AFAS	\$1,051		\$167.62					\$167.62	16%
ANSS	\$1,227		\$1,000.00					\$1,000.00	81%
Arts	\$1,550							\$0.00	0%
CJCLS	\$1,922		\$156.19	\$1,000.00				\$1,156.19	60%
CLS	\$3,019			\$1,225.00		\$318.00		\$1,543.00	51%
DLS	\$2,042		\$1,803.68		\$63.00	\$81.00		\$1,947.68	95%
EBSS	\$1,530		\$867.60			\$370.00		\$1,237.60	81%
IS	\$4,182		\$1,459.08	\$1,100.00	\$1,252.00			\$3,811.08	91%
LPSS	\$1,245		\$775.80		\$166.68			\$942.48	76%
LES	\$1,301	\$468.00	\$74.40	\$452.61				\$995.01	76%
RBMS	\$2,209		\$71.40			\$1,200.00		\$1,271.40	58%
STS	\$1,922			\$1,750.00				\$1,750.00	91%
SEES	\$1,000							\$0.00	0%
ULS	\$4,527		\$1,356.48	\$2,560.00	\$142.23			\$4,058.71	90%
WESS	\$1,200		\$307.76	\$452.62				\$760.38	63%
WGSS	\$1,198				\$308.00			\$308.00	26%
Total	\$32,241	\$468	\$8,040	\$8,540	\$2,621	\$1,969	\$0	\$21,638	67%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY13									
Section	Allocation	Committee Work	Member Engagement	Leadership/ Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,089.25				\$368.37			\$368.37	34%
AFAS	\$1,018.75		\$676.15				\$150.00	\$826.15	81%
ANSS	\$1,183.75		\$200.00			\$338.00		\$538.00	45%
Arts	\$1,484.50			\$500.00				\$500.00	34%
CJCLS	\$1,869.25		\$71.27				\$1,182.48	\$1,253.75	67%
CLS	\$2,899.00	\$20.00		\$1,500.00	\$699.20			\$2,219.20	77%
DLS	\$2,000.50	\$17.70	\$1,761.54					\$1,779.24	89%
EBSS	\$1,479.25	\$317.95	\$811.80					\$1,129.75	76%
IS	\$3,992.50	\$40.00	\$1,545.47		\$1,200.00	\$300.00		\$3,085.47	77%
LPSS	\$1,212.25			\$985.00	\$51.13			\$1,036.13	85%
LES	\$1,192.00		\$410.88	\$519.70				\$930.58	78%
RBMS	\$2,138.50	\$249.23	\$71.40			\$105.12	\$1,439.69	\$1,865.44	87%
STS	\$1,849.75	\$61.17	\$36.58	\$1,000.00				\$1,097.75	59%
SEES	\$1,000.00		\$136.44					\$136.44	14%
ULS	\$4,251.25	\$45.00	\$1,326.58	\$1,500.00				\$2,871.58	68%
WESS	\$1,190.50		\$475.74		\$500.00			\$975.74	82%
WGSS	\$1,156.75				\$435.58			\$435.58	38%
Total	\$31,008	\$751	\$7,524	\$6,005	\$2,886	\$743	\$2,772	\$20,681	67%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY14									
Section	Allocation	Committee Work	Member Engagement	Leadership/Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,000.00		\$525.00		\$408.00			\$933.00	93%
AFAS	\$1,000.00		\$745.00		\$255.00			\$1,000.00	100%
ANSS	\$1,053.25		\$500.00					\$500.00	47%
Arts	\$1,309.75							\$0.00	0%
CJCLS	\$1,717.95		\$500.00		\$835.00		\$380.00	\$1,715.00	100%
CLS	\$2,761.00			\$2,250.00				\$2,250.00	81%
DLS	\$1,885.75	\$44.59	\$1,067.92			\$338.00		\$1,450.51	77%
EBSS	\$1,347.25		\$1,262.71					\$1,262.71	94%
IS	\$3,941.50		\$1,752.13		\$1,200.00			\$2,952.13	75%
LPSS	\$1,053.25		\$178.02	\$400.00	\$25.00			\$603.02	57%
LES	\$1,114.00		\$794.90	\$272.98			\$ 25.00	\$1,092.88	98%
RBMS	\$1,972.75	\$236.55	\$49.00					\$285.55	14%
STS	\$1,700.50		\$203.00	\$943.03	\$100.00			\$1,246.03	73%
SEES	\$1,000.00			\$272.98	\$250.00			\$522.98	52%
ULS	\$4,056.25	\$21.00	\$1,018.40	\$998.94				\$2,038.34	50%
WESS	\$1,030.75		\$298.80	\$272.98	\$316.00		\$82.15	\$969.93	94%
WGSS	\$1,000.00				\$300.00			\$300.00	30%
Total	\$28,944	\$302	\$8,895	\$5,411	\$3,689	\$338	\$487	\$19,122	66%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: ACRL scholarship donations, award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY15									
Section	Allocation	Committee Work	Member Engagement	Leadership/Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,000.00		\$470.00		\$358.00			\$828.00	83%
AFAS	\$1,000.00		\$966.00					\$966.00	97%
ANSS	\$1,053.25			300				\$300.00	28%
Arts	\$1,309.75			531				\$531.00	41%
CJCLS	\$1,717.95		\$500.00				\$958.00	\$1,458.00	85%
CLS	\$2,761.00		\$1,208	\$1,000	\$300			\$2,508.00	91%
DLS	\$1,885.75		\$1,444.00		\$325.00			\$1,769.00	94%
EBSS	\$1,347.25		\$975.00					\$975.00	72%
IS	\$3,941.50		\$1,854.00		\$1,500.00			\$3,354.00	85%
LPSS	\$1,053.25		\$79.00	\$150.00				\$229.00	22%
LES	\$1,114.00			\$500.00				\$500.00	45%
RBMS	\$1,972.75	\$286.00						\$286.00	14%
STS	\$1,700.50		\$108.00	\$1,000.00				\$1,108.00	65%
SEES	\$1,000.00				\$250.00			\$250.00	25%
ULS	\$4,056.25		\$1,469.00	\$892.00	\$159.00			\$2,520.00	62%
WESS	\$1,030.75	400	\$54.00		\$250.00		\$273.00	\$977.00	95%
WGSS	\$1,000.00				\$300.00			\$300.00	30%
Total	\$28,944	\$686	\$9,127	\$4,373	\$3,442	\$0	\$1,231	\$18,859	65%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: ACRL scholarship donations, award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

ACRL Section Basic Services Budget & Actuals for FY16									
Section	Allocation	Committee Work	Member Engagement	Leadership/Professional Development	Recognition or Gifts	Publishing	Advocacy	Total Spent	% Spent
AAMES	\$1,000.00		\$477.00		\$522.68			\$999.68	100%
AFAS	\$1,000.00		\$985.17					\$985.17	99%
ANSS	\$1,053.25		\$847.31		\$ 170.00			\$1,017.31	97%
Arts	\$1,309.75			\$ 125.00	\$ 1,135.00			\$1,260.00	96%
CJCLS	\$1,717.95		\$500.00		\$ 842.00		\$284.96	\$1,626.96	95%
CLS	\$2,761.00		\$750		\$ 1,800.00			\$2,550.00	92%
DLS	\$1,885.75		\$1,295.55		\$ 500.00			\$1,795.55	95%
EBSS	\$1,347.25		\$1,281.66					\$1,281.66	95%
IS	\$3,941.50	\$112.04	\$250.00		\$ 3,300.00			\$3,662.04	93%
LPSS	\$1,053.25			\$ 125.00	\$ 880.00			\$1,005.00	95%
LES	\$1,114.00		\$204.55		\$ 850.00			\$1,054.55	95%
RBMS	\$1,972.75				\$ 794.00	\$ 1,093.49		\$1,887.49	96%
STS	\$1,700.50			\$ 1,000.00	\$ 550.00			\$1,550.00	91%
SEES	\$1,000.00				\$ 1,000.00			\$1,000.00	100%
ULS	\$4,056.25		\$1,495.87	\$ 1,000.00	\$ 1,283.00			\$3,778.87	93%
WESS	\$1,030.75		\$288.00		\$ 250.00		\$342.96	\$880.96	85%
WGSS	\$1,000.00				\$ 300.00			\$300.00	30%
Total	\$28,944	\$112	\$8,375	\$2,250	\$14,177	\$1,093	\$628	\$26,635	92%

Committee Work: reimbursements for expenses to conduct committee business or projects (shipping, photocopies, etc.)

Member Engagement: expenses for catering, special events, ribbons, new member guest registrations, Survey Monkey subscriptions

Leadership/Profession Development: Emerging Leader sponsorships, annual conference program expenses, etc.

Recognition/Gifts: ACRL scholarship donations, award plaques, certificates, gift cards for speakers, raffle prizes

Publishing: printing brochures for public distribution

Advocacy: travel/registration expenses in connection with liaison work with other higher ed or subject discipline associations

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	Section Funding Model*			Section Basic Services Budget: Funding Model Year 1 (FY15)**				Section Basic Service Budget Using 2015 Membership #'s		Section Basic Service Budget Using 2016 Membership #'s		
Section	FY2014 Basic Services	Total Spent FY14	% Spent FY14	Aug. 2014 Membership	FY2015 Basic Services	Total Spent FY15	% Spent FY15	Aug. 2015 Membership	FY2016 Basic Services	August 2016 Membership	Potential FY2017 Basic Services	Section Membership Increase from August 2014 to August 2016
AFAS	\$1,000	\$933.00	93%	194	\$1,000	\$828.00	83%	256	\$ 1,000	280	Will be an IG in FY17	30.71%
ANSS	\$1,053	\$1,000.00	100%	424	\$1,018	\$966.00	97%	505	\$ 1,079	547	\$ 1,110.00	22.49%
Arts	\$1,310	\$500.00	47%	747	\$1,260	\$300.00	28%	800	\$ 1,300	801	\$ 1,301.00	6.74%
AAMES	\$1,000	\$0.00	0%	289	\$1,000	\$531.00	41%	331	\$ 1,000	381	\$ 1,000.00	24.15%
CLS	\$2,761	\$1,715.00	100%	2476	\$2,557	\$1,458.00	85%	2658	\$ 2,694	2577	\$ 2,633.00	3.92%
CJCLS	\$1,718	\$2,250.00	81%	1236	\$1,627	\$2,508.00	91%	1318	\$ 1,689	1285	\$ 1,664.00	3.81%
DSCS	The Digital Curation IG, Digital Humanities IG, Numeric Geospatial Data Services in Academic Libraries IGs will petition the Board in FY17 to become a section in FY18. Included here to show potential budget implication.									2148	\$ 2,311.00	
DLS	\$1,886	\$1,450.51	77%	1471	\$1,803	\$1,769.00	94%	1559	\$ 1,869	1505	\$ 1,829.00	2.26%
EBSS	\$1,347	\$1,262.71	94%	779	\$1,284	\$975.00	72%	866	\$ 1,350	899	\$ 1,374.00	13.35%
IS	\$3,942	\$2,952.13	75%	3989	\$3,692	\$3,354.00	85%	4155	\$ 3,816	3889	\$ 3,617.00	-2.57%
PPIRS	\$1,053	\$603.02	57%	412	\$1,009	\$229.00	22%	456	\$ 1,042	466	\$ 1,050.00	11.59%
LES	\$1,114	\$1,092.88	98%	496	\$1,072	\$500.00	45%	578	\$ 1,134	615	\$ 1,161.00	19.35%
RBMS	\$1,973	\$285.55	14%	1585	\$1,889	\$286.00	14%	1686	\$ 1,965	1684	\$ 1,963.00	5.88%
STS	\$1,701	\$1,246.03	73%	1229	\$1,622	\$1,108.00	65%	1311	\$ 1,683	1300	\$ 1,675.00	5.46%
SEES	\$1,000	\$522.98	52%	152	\$1,000	\$250.00	25%	195	\$ 1,000	204	\$ 1,000.00	25.49%
ULS	\$4,056	\$2,038.34	50%	4109	\$3,782	\$2,520.00	62%	4151	\$ 3,813	4087	\$ 3,765.00	-0.54%
WESS	\$1,031	\$969.93	94%	421	\$1,016	\$977.00	95%	473	\$ 1,055	507	\$ 1,080.00	16.96%
WGSS	\$1,000	\$300.00	30%	437	\$1,028	\$300.00	30%	589	\$ 1,142	681	\$ 1,211.00	35.83%
TOTAL	\$28,945	\$19,122.08	66%		\$27,658	\$18,859.00	65%		\$ 28,629		\$ 29,744.00	

*Section Funding Formula for Section Basic Services Budgets: Each section receives a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31).

**Interim Funding Model: Uses August 2014 section membership figures to determine the FY15, FY16, and FY17 basic services budget allocations. For the purposes of this spreadsheet, the FY2016 Basic Services column shows what the allocations would be if the prior funding model was in place.

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Representatives Assembly Reports Midwinter 2017

- ALA Committee on Professional Ethics
- ALA Intellectual Freedom Committee
- ALA International Relations Committee
- ALA Website Advisory Committee
- ALCTS Committee on Cataloging: Description and Access (CC:DA)
- Freedom to Read Foundation (FTRF)
- Library of Congress Cataloging in Publication Advisory Group
- IFLA Science & Technology Section

ALA Committee on Professional Ethics

Association of College & Research Libraries
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acrl@ala.org, <http://www.acrl.org>



ACRL Representative Report

Representative name: Beth Schuck

Representative email: beth.schuck@csn.edu

Unit representative to: ALA Committee on Professional Ethics

Report period: July 1, 2016-current

Background Information

ALA's [Code of Ethics](#) is the responsibility of the [Committee on Professional Ethics](#) (COPE). The Code of Ethics is the document that translates the values of intellectual freedom that define the profession of librarianship into broad principles that may be used by individual members of that profession as well as by others employed in a library as a framework for dealing with situations involving ethical conflicts. The council committee on professional ethics shall augment the Code of Ethics by explanatory interpretations and additional statements, prepared by this committee or elicited from other units of ALA. When units of the association develop statements dealing with ethical issues, a copy will be sent to the committee on professional ethics for review so that it may be compared to the existing ALA code of ethics in order to determine whether conflicts occur.

Major Activities of the Unit

1. Discussion of Professional Principles and Ethics in LIS Graduate Curriculum article and proposed follow up survey
2. Gun Violence and other Midwinter Resolutions involving Ethics including ALA Town Hall Meeting
3. ALA Annual Programming and future of Annual Conference programming on Values/Ethics.

Implications for ACRL

1. Research article on ethics in LIS curriculum published in Journal of Intellectual Freedom and Privacy, Vol. 1, No. 2-3. Based on that research, COPE will create follow up survey of ALA members. Survey will assist in determining needs related to future ethics-related professional development offerings from the committee.

2. Ethics are important tool in making decisions during challenging times for libraries. COPE feels that the proper application of ALA Code of Ethics can support our profession as we navigate difficult times. According to Office of Intellectual Freedom, there has been an increase in reported hate crimes and challenges to library policies since the presidential election. A general reminder to post challenges of any kind and hate crimes that occur in your library to this online form:
<http://www.ala.org/tools/challengesupport/report>

Upcoming Activities

1. Over the summer or fall 2017, a survey developed by COPE will go out to ALA members investigating where and when librarians became aware of professional and personal ethics. The results will continue COPE's work to keep ethics an important part of each library and librarian's tool kit to deal with changing times and situations; and will assist in crafting relevant and desirable professional development options related to ethics.
2. The 2017 Annual Conference Program COPE, co-sponsored by PLA and ODLOS: The Tougaloo Nine: panel will focus on segregated libraries in the 1960's. We discussed future Annual scheduling will not maintain a slot for the COPE program and it will be very competitive process to obtain a program slot. This may limit ethics and ethical topics from appearing in the Annual program.

ALA Intellectual Freedom Committee

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ACRL Representative Report

Unit Representative to: ALA Intellectual Freedom Committee

Representative Name: M. Teresa Doherty

Representative Email: mtdohert@vcu.edu

Report period: June 24-27, 2016 (annual meeting, Orlando)

Background Information:

The Intellectual Freedom Committee met during several sessions for a total of 10 hours during ALA's annual meeting.

Major Activities of the Unit:

- The Office of Intellectual Freedom has established the New Voices Initiative (and related NVI Advisory Panel) in response to several factors, such as the rise of small, independent and regional presses whose content outnumbers mainstream traditional publishers; increased number of challenges to books featuring diverse content or by diverse authors; difficulties faced by libraries, including academic libraries, to incorporate such new voices and new content into collections. The intent of this new group is to "better connect and inform librarians and local representatives of small, independent, and self-publishers." The Office of Intellectual Freedom hopes to "develop a template for the identification, examination, and selection of New Voices in our communities that are not only more diverse than current mainstream offerings but also demonstrate significant quality and value. OIF also hopes to define some new models and paths to distribute this content more easily to libraries." We will share updates in coming months.
- The first issue of the *Journal of Intellectual Freedom and Privacy* (the successor to the previous *Newsletter on Intellectual Freedom*) is now available online at journals.ala.org/JIFP at no charge. Future issues will be available to subscribers only (\$50 annual); we strongly encourage academic libraries to support this quarterly journal dedicated to research, discourse and practice concerning intellectual freedom, academic freedom, and privacy.
- The IFC reviewed and approved several new guidelines created by the Privacy Subcommittee (attached), to provide guidance to library and information professionals on best practices for protecting user privacy in libraries, including:

Implications for ACRL:

- Librarians interested in submitting materials to *Journal of Intellectual Freedom and Privacy*, should contact Deborah Caldwell-Stone, of the ALA Office for Intellectual Freedom (dstone@ala.org)
- ACRL members, and their colleagues, are encouraged to review the new privacy guidelines and share their comments and feedback with the Office of Intellectual Freedom at <mailto:oif@ala.org>.

Attachments

- Privacy Guidelines for Library Management Systems
- Privacy Guidelines for Library Websites, OPACs, and Discovery Services
- Privacy Guidelines for Public Access Computers and Networks
- Privacy Guidelines for Data Exchange Between Networked Devices and Services.

International Relations Committee (IRC)

Association of College & Research Libraries
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ACRL Representative Report

Representative name: Clem Guthro
Representative email: cpguthro@colby.edu
Unit representative to: International Relations Committee
Report period: Fall 2016 through Midwinter 2017

Background Information

The International Relations Committee concerns itself with all international library related issues outside the US, or international issues that have implications for ALA and US libraries. The committee has some regular tasks (IFLA Nominations) and issues (international conferences like Sharjah and Guadalajara) but also looks at newer programmatic initiatives like the IFLA mentors program that paired US librarians with those US librarians who received scholarships to attend IFLA in Columbus. It also explores large international initiatives, like the Clinton Global Initiative to see if there are ways for ALA to work in the international arena.

Major Activities of the Unit

- One conference call – pre Midwinter to discuss the following
 - IFLA 2016 Columbus Debrief
 - Sharjah Library Conference
 - Guadalajara Book Fair
 - U.S. German Partnership
 - ALA Cuba Tour
- One four hour committee meeting at Midwinter to discuss the following
 - Manage nominations and approvals for reps to IFLA Standing Committees and Governing Board
 - Hear reports from the International Relations Round Table
 - Hear from ALA presidential candidates
 - Report from Sari Feldman (ALA Executive Committee) on her work in Japan and Korea
 - Report from Donna Scheeder – IFLA President

- Update from International Relations Office
- Discussion of the Marrakesh Treaty
- Discussion of ALA Conference reorganization and its likely impact on international programming
- Discussion of ALA's International Strategic Directions

Implications for ACRL

- ACRL, as the largest academic library association, could be more actively involved in international work. Individuals in ACRL are but not the association as a whole
- A more active mentor program for both US academic librarians who want to do international work as well as for academic librarians from developing countries.

Upcoming Activities

- Planning for ALA in Chicago – especially in relation to the German Library Association's participation
- Discussion on the immigration/travel ban and its likely implications for our work

Website Advisory Committee

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
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ACRL Representative Report

Representative name: John Jackson

Representative email: john.jackson@lmu.edu

Unit representative to: Website Advisory Committee

Report period: July 1, 2016 – January 22, 2017

Background Information

The ALA's Website Advisory Committee's (WAC) charge and roster can be found at: <http://www.ala.org/groups/committees/ala/ala-webadv>. Among its various charges (and perhaps most importantly) is WAC's responsibility "to make recommendations concerning technical issues or changes to the ALA website, including evaluating, testing and implementing web-based products and services used by association members or by the public." It does this primarily by coordinating with ALA's Information Technology & Telecommunication Services Office (ITTS) and communicating with various ALA units, committees, and members.

Major Activities of the Unit

- WAC is reconsidering its charge and membership to be more efficient and has reached out to Committee on Organization for advice.
- Review and discussion of report from ITTS:
 - eCommerce system is live for Join/Renew/Rejoin/Donate. Smart links for divisions (e.g. Join PLA) to add to webpages and donations that add to shopping cart.
 - eStore and eLearning replacement are top priorities. Current eStore is ten years old and no longer supported. ALA Publishing decided to move from our current fulfillment vendor to another vendor. This required some re-programming and became a priority for ITTS. Now looking at launching an integrated store that includes both sites at the same time. This should launch in 2017.

- ALA Connect- hoped to launch on February 21, 2017. See details about features and schedules at <http://connect.ala.org/node/257398> in ALA Connect. New Connect logo.
- ALA responsive redesign- responsive ready but delayed launch until after Midwinter due to heavy site usage.

Implications for ACRL

- Changes to the platforms listed above (eCommerce, eStore, ALA Connect) may disrupt services for members. Updates can always be found on the ITTS website: <http://itts.ala.org/news/>
- In order to improve communication between ACRL and the WAC, ACRL should consider forming an internal web advisory/coordinating committee comprised of members from various sections. These sections could then report out to WAC via the ACRL representative.

Upcoming Activities

WAC will provide feedback to ITTS on the following upcoming initiatives:

- ALA website's responsive design
- ALA's New Website Search Engine - New Google Search appliance to rollout after responsive design launch.
- New ALA Connect platform
- eStore and eLearning Ecommerce Systems

ALCTS Committee on Cataloging: Description and Access (CC:DA)

Association of College & Research Libraries
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ACRL Representative Report

Representative name: Felicity Dykas
Representative email: dykasf@missouri.edu
Unit representative to: ALCTS Committee on Cataloging: Description and Access (CC:DA)
Report period: Midwinter 2017 in Atlanta

Background Information

The ALCTS Committee on Cataloging: Description and Access (CC:DA) is the ALA committee charged with formulating ALA positions, including proposals and comments, on the cataloging standard, "RDA: Resource Description and Access." Two in-person meetings are held during each ALA midwinter meetings and annual conferences. Work is accomplished in-between meetings through discussion via the CC:DA website (<http://alcts.ala.org/ccdablog/>) and email.

Major Activities of the Unit

During ALA Midwinter 2017, CC:DA continued discussions related to three major initiatives that are in the works:

- Changing governance structure for the RDA Steering Committee (RSC):** The governance structure for the international RDA Steering Committee is changing. Representation from the United States now consists of a representative from the Library of Congress (David Reser) and a representative from ALA (Kathy Glennan). Canada is represented by William Leonard of Library and Archives Canada. Under the new structure, to be in place by 2019, RSC membership will consist of one representative from each of six regions of the world: Africa, Asia, Europe, Latin America and the Caribbean, North America, and Oceania. Kathy Glennan is working with others to determine how this will work for the North American contingent. She has sought feedback from CC:DA, and CC:DA will continue to monitor what this means for CC:DA, ALA, U.S. representation, and the cataloging community. In short, this is a positive step as RDA moves toward the goal of being an international cataloging standard. It is a significant change for the cataloging community in the United States, however, that has historically had more than one representative at the table.

- **Issuance of a draft of the “IFLA Library Reference Model” (LRM):** The “Functional Requirements for Bibliographic Records” (FRBR) and the “Functional Requirements for Authority Data” (FRAD) heavily influenced the content of RDA. The “Functional Requirements for Subject Authority Data” (FRSAD) was published later than the other two documents and concepts therein had not yet been integrated into RDA. The consolidation of these three conceptual documents was achieved with the publication of the draft document which was issued as the “FRBR-Library Reference Model.” CC:DA gave feedback on the draft and had the opportunity to review the revised draft, re-named the “IFLA Library Reference Model.” At midwinter, we continued our discussion about the changes this will bring to RDA, some of which may be significant for various cataloging practices.
- **3R Project (RDA Toolkit Restructuring and Redesign Project):** A major upgrade of the RDA Toolkit platform was begun in 2016. Of note, LRM (see above) concepts and the recommendations of a working group will be implemented as part of the project. To accommodate 3R Project activities, the usual ongoing development of RDA will be put on hold until the RDA release of April 2018. At midwinter, CC:DA had a presentation on the project and discussed the impact of the project. Concerns were expressed about limited opportunities for input related to the integration of LRM concepts and working group recommendations.

Implications for ACRL

Changes to “RDA: Resource Description and Access” and to the governance structure for the RDA Steering Committee will impact academic libraries. Cataloging practices will change to accommodate a more international viewpoint and the newly issued “IFLA Library Reference Model” (LRM). We can anticipate the need for new RDA training in early 2018, preceding the April 2018 release of RDA.

Upcoming Activities

CC:DA will continue to monitor, review, give input, and advocate for ALA positions related to the three major initiatives listed above. CC:DA won’t be engaging in its usual work of developing and responding to proposals for changes to RDA, since such work is on hold during the 3R Project mentioned above.

Freedom to Read Foundation (FTRF)

Association of College & Research Libraries
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acrl@ala.org, <http://www.acrl.org>



ACRL Representative Report

Representative name: Maggie Farrell
Representative email: maggie4@clemson.edu
Unit representative to: Freedom to Read Foundation (FTRF)
Report period: July 2016 – February 2017

Background Information

The Freedom to Read Foundation deals with a wide range of issues affecting our freedom of speech and rights to access information. A growing part of FTRF's mission is to educate librarians, library patrons, and the general public about issues related to information access and potential legal impacts on equitable and open access to information. FTRF is a separate non-profit legal organization affiliated with ALA. ACRL has one liaison to FTRF but many ACRL members are members and serve on various committees. FTRF also has close connections with intellectual freedom issues and activities.

<http://www.ftrf.org/>

Major Activities of the Unit

FTRF monitors various activities and issues throughout the year. Below is a report from the FTRF Developing Issues Committee that provides an overview of hot issues and why they are important to monitor. This is not an inclusive list of all issues but the ones that may be of utmost concern at the moment.

FTRF monitors judicial and legislative activities to provide legal memoranda on issues of concerns to librarians. Current cases are available on the FTRF website.

Implications for ACRL

First Amendment rights are a critical value for ACRL members and the FTRF is a partner with ACRL to ensure protection of free speech, access to information, and support for libraries in making their collections and information available. In addition, ACRL supports privacy for students and faculty in the use of collections (online and traditional) and online searching and use of electronic content. FTRF provides resources and education to assist ACRL members on these issues.

Upcoming Activities

Current legal briefs and activities are maintained on the FTRF website:

http://www.ftrf.org/?page=Current_Cases

Education opportunities, including webinars are also announced on the FTRF website.

The FTRF Blog is the best tool to stay current on FTRF activities, news, and educational opportunities.

<http://www.ftrf.org/blogpost/852091/The-FTRF-Blog>

Developing Issues FTRF Winter 2017

Net Neutrality

"Network Neutrality (or "net" neutrality) is the concept of online non-discrimination. It is the principle that consumers/citizens should be free to get access to - or to provide - the Internet content and services they wish, and that consumer access should not be regulated based on the nature or source of that content or service."i Net neutrality has long been supported by ALA to facilitate access to information and that all information should be treated equally. The U.S. Federal Communications Commission (FCC) formally established rules in 2016 that allow the agency to regulate broadband the way it oversees other public utilities. Those rules ban internet service providers from slowing connections to certain online content and prohibit providers from offering faster connections to corporations that can afford to pay for premium web services. However, it is not clear if President Trump's administration will support the current rules or favor reducing or eliminating existing regulations. FTRF and ALA will need to monitor regulatory and legislative actions that might eliminate net neutrality especially for its impact on citizen access to online information and resources.

References

Network Neutrality – ALA, Office of Government Relations, Issues
<http://www.ala.org/advocacy/telecom/netneutrality#whylib>

See also:

Carpenter, S. "Trump Appoints Two Anti-Net Neutrality Advocates To Oversee FCC Transition." Forbes. November 21, 2016. <http://www.forbes.com/sites/shelbycarpenter/2016/11/21/trump-appoints-anti-net-neutrality-fcctransition/#3a0e252b33e1>

LaFrance, A. "Will Donald Trump Dismantle the Internet as We Know It?" The Atlantic. December 5, 2016. <https://www.theatlantic.com/technology/archive/2016/12/trump-net-neutrality-mystery/509564/>

Predatory Publishers

Here's one more, very recent development deserving our attention - akin to slap suits but more dangerous. Apparently, this time pressure worked.

Jeffrey Beall's predatory publishers web site has been taken down. Here is a link to an article published today in *Inside Higher Education*. Carl Straumsheim. "No More 'Beall's List.'" *Inside Higher Education*. January 18, 2017

<https://www.insidehighered.com/news/2017/01/18/librarians-list-predatory-journals-reportedly-removed-due-threats-and-politics>

Privatization

Here in Indiana at least we have seen several attempts under a recent governor, Mich Daniels, and our immediate past governor and now Vice President elect, Mike Pence, to privatize several governmental functions including the welfare system (a disaster) and the Indiana Toll Road (bankruptcy). And, of course, there is the charter schools movement.

I don't know of any specific movement to completely privatize public libraries but there have been several situations in which the administration and staff of libraries have been "outsourced." It would only be a small, perhaps only a semantic step from outsourcing to privatizing if the movement gains further momentum.

Here is an ALA web page with a bibliography on outsourcing: <http://www.ala.org/tools/outsourcing/outsourcingprivatization> , I haven't seen much yet that moves beyond outsourcing to outright privatization but here are a few cites including a book from ALA editions:

Annoyed Librarian, "Privatized Libraries: Not so Bad for Everyone," *Library Journal*, April 2, 2012. <http://lj.libraryjournal.com/blogs/annoyedlibrarian/2012/04/02/privatized-libraries-not-so-bad-for-everyon/>

Jane Jerrard, Nancy Bolt, and Karen Strege. *Privatizing Libraries*. ALA Editions, 2012.

Michael Hiltzik. "A handy sign that a local government is shirking its public duty: privatizing the library." (column) Los Angeles Times, January 19, 2017. <http://www.latimes.com/business/hiltzik/la-fi-mh-privatizing-the-library-20160201-column.html>

The Annual Conference Program Reorganization.

There has been some discussion on the Council list and a few other places. A close reading of the proposal leaves me uncertain as to what units are guaranteed programs and which ones are not. So far, I haven't seen any definitive interpretation online. My concern is that IF as a core value may only have two guaranteed slots, IFC and IFRT. And it's not clear that even they are guaranteed a program. I could certainly be wrong but it would be best if several folks read through this proposal VERY carefully.

The plan can be found on ALA Connect by searching for "ALA Conference Remodel Proposal". It was posted by Clara Bohrer on Wed, Dec 14, 2016 at 04:49 pm. You should also find a FAQ posted yesterday,

Fake News

Fake news for profit and its effect on public discourse.

http://www.npr.org/sections/alltechconsidered/2016/11/23/503146770/npr-finds-the-head-of-a-covert-fake-news-operation-in-the-suburbs?utm_campaign=storyshare&utm_source=twitter.com&utm_medium=social

Academic Freedom

As part of resurgence of threats to academic freedom, or its own topic, there is increasing discussion and controversy around "safe zones," "triggers," and other issues on college/university campuses that directly pit academic/intellectual freedom issues up against safety and diversity issues. Tricky stuff that could use some careful thought an analysis to determine the best stance of the library community, and how involved or not libraries should be in such issues. The UO's ongoing case of the professor wearing blackface to a party may or may not be part of this issue as well. The resurgence of threats to academic freedom.

<http://professorwatchlist.org/index.php/watch-list-directory/search-by-school>

Disappearing government information

The United States government is one of the world's largest publishers. Output in recent years has been largely digital, which has certainly facilitated access to this information, but has also contributed to its fragility. There has for some years been some concern during transitions from one administration to the next that important information may appear, but with the transition to the Trump administration, that concern has been magnified. Of particular (though not exclusive) concern is access to the copious scientific information produced by the government on such topics as climate change, or the environmental impact of fracking. Concerns have been stocked by

removal of information on climate change from the Wisconsin state Website, gag orders in Wisconsin and Florida, harassment of a climate scientists in Virginia, and the demands by the incoming administration of the names of Department of Energy employees working on climate change issues. There are some initiatives to attempt to preserve this information, including the End-of-Term archive, and a guerrilla archiving event in Toronto, Canada. But data sets are harder to extract than flat Web pages or online publications, and all of these efforts are working against a very tight deadline. And, even if they succeed, having this information scattered on various archives, rather than centralized on the sites of the agencies that produced them, is likely to inhibit access.

References:

Dennis, Brady. "Scientists are Frantically Copying U.S. Climate Data, Fearing it Might Vanish Under Trump." *Washington Post*, Dec. 12, 2014, p.

A201. https://www.washingtonpost.com/news/energy-environment/wp/2016/12/13/scientists-are-frantically-copying-u-s-climate-data-fearing-it-might-vanish-under-trump/?postshare=3751481645413207&tid=ss_tw&utm_term=.19405e17fbbb

Gerstein, Josh. "Fears Rise of Trump-Era 'Memory Hole' in Federal Data." *Politico*, Dec. 13, 2016. <http://www.politico.com/story/2016/12/trump-federal-data-fears-232591>

Meyer, Robinson. "Are Climate Scientists Ready for Trump? Maybe Not." *The Atlantic*, Dec. 27, 2016. <https://www.theatlantic.com/science/archive/2016/12/are-climate-scientists-ready-for-trump/511604/>

Wi-Fi Access

Internet access is increasing important for example for homework and applying for jobs but it is often not available to people who cannot afford it. Many public libraries offer internet access as a service during open hours. However, not everyone who needs that service can take advantage of it including people who work all the hours their library is open.

The Oregon Library Association Public Library Division recently became aware that some public libraries that would like to allow that service cannot because their city government which supplies the access will not allow it. In one city recently a young boy threw a rock at a library window when the library was closed. Despite the fact that some observers said that the boy was not using the Wi-Fi the city blamed the Wi-Fi access and cut it off.

The OR PLD is doing a survey and when they complete that they plan to develop best practices for after-hours Wi-Fi access. The OLA IFC will also be involved.

Another option – Wi-Fi hots checked out to library users discusses a developing option – checking out Wi-Fi hot spots.

Eyragon Eidam. "Wi-Fi Hot Spots for Rent: How Public Libraries Are Changing with the Times. Public libraries in cities small and large are helping to close the digital divide by making portable Internet hot spots available to patrons. *Government Technology Magazine*, January 14, 2016. <http://www.govtech.com/network/Wi-Fi-Hot-Spots-for-Rent-How-Public-Libraries-Are-Changing-with-the-Times.html>

Library of Congress Cataloging in Publication Advisory Group

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ACRL Representative Report

Representative name: Jennifer Peters

Representative email: Jennifer.peters@rockhurst.edu

Unit representative to: Library of Congress Cataloging in Publication Advisory Group

Report period: Midwinter

Background Information

The CIP Advisory Group (CAG) was established in 1979 to serve as a consultative group for the CIP Program. CAG meets at ALA Annual and sometimes at ALA Midwinter. LC staff present information on new initiatives and receive feedback from members. CAG's membership represents the library community, the publishing community, book vendors, and bibliographic utilities

Major Activities of the Unit

- The LC CIP Advisory Group did not meet during the American Library Association Midwinter Meeting held in Atlanta, GA, January 27 – January 30, 2017. The Group will meet during ALA Annual 2017 in Chicago, IL .
- Cataloging in Publication (CIP) and Dewey Programs are combined under the leadership of Caroline Saccucci, CIP and Dewey Section Head and Program Manager
- CIP Statistical Information: The Library provided CIP data to publishers for 55,807 items in fiscal 2016, an increase of 17% from fiscal 2015. 5,423 U.S. publishers currently participate in the Cataloging in Publication Program. In fiscal 2016, the total number of volumes received through the overall CIP Program was 99,159, with an estimated value to the Library of \$9,628,361.
- Cataloging in Publication E-books Program: The fiscal 2016 target for the CIP E-books Program was to create metadata for 5,000 e-books. The CIP Program more than doubled the target with 12,062 CIP e-book bibliographic records created. The CIP Program ingested 2,367 e-books in fiscal 2016.

As is the case with print books, publishers have agreed to send the Library of Congress copies of their electronic books in exchange for the metadata. The number of publishers participating in the CIP E-Book Program increased in fiscal 2016 to 727. Library Services staff members also developed a *CIP E-book Access Business Requirements* report that can be used as a guide for determining policies, procedures, and resource allocations to implement user access to e-books acquired through the CIP Program.

Signiant Media Exchange testing for the CIP e-books workflow was completed at the end of fiscal 2016. Signiant will allow publishers to upload their ECIPs one at a time as they are published instead of needing to establish sftp accounts with the Library of Congress. The CIP Program will promote Signiant especially to smaller and mid-size publishers as a way to submit their CIP e-books.

- Electronic Cataloging in Publication Partnership Program: Since fiscal 2009, the CIP Program has been actively pursuing external libraries to assist in ECIP cataloging, allowing them to focus on their own presses or specific subject or geographic areas of interest to them. This approach has been successful with the quantity of ECIP cataloging partners' contributions to the program growing over the years. In fiscal 2016, there was an increase in partner library contributions to 7,685 titles, an increase of 5% from fiscal 2015.

The ECIP Cataloging Partnership Program met both its fiscal 2016 targets: 1) to add five new institutions and 2) to add five new subjects/publishers covered by partners. The new partner institutions are as follows:

- Abilene Christian University will catalog titles from the Abilene Christian University Press.
- Mississippi State University will catalog titles from the University Press of Mississippi.
- The University of Iowa will catalog titles from the University of Iowa Press.
- Southeastern Baptist Theological Seminary is already in production and catalogs titles published by Abingdon Press, Baylor University Press, Mercer University Press, and Zondervan.
- The University of Maryland will catalog titles from the University of Maryland Press.

The new subject areas and publishers added to partner portfolios are as follows:

- The University of Chicago added Medieval Philosophy and Egyptology.
- Georgetown University added Middle Eastern studies.
- The University of North Carolina added history of the South.
- Harvard University added Harvard Education Press and Harvard Business Review.

The U.S. Government Publishing Office was moved into production during fiscal 2016. The following publishers are now cataloged by GPO:

- Air University Press
- Center of Military History, U.S. Army
- Combat Studies Institute/The Army Press
- National Endowment for the Arts
- National Gallery of Art
- U.S. Geological Survey
- U.S. Geological Survey Publishing Service Center

Finally, the University of Utah Press was added to the portfolio for the University of Colorado, Boulder.

- CIP Web Pages in Spanish: CIP Program staff, in conjunction with staff from the African, Latin American, and Western European Division and the Hispanic Division, made the complete CIP Program web pages available in a Spanish translation. Announcements were sent via social media.

Implications for ACRL

- College and research libraries benefit from the availability of CIP cataloging in bibliographic utilities such as WorldCat. It is in their best interests to support the work of the CIP units in the Library of Congress Acquisitions and Bibliographic Access Directorate. Although academic libraries don't often take advantage of the CIP data block printed on the verso of the title page, this service supports scholarship and the dissemination of U.S. publications and research, so it should continue to be of interest to ACRL.
- The ECIP Cataloging Partnership is a program which can benefit all college and research libraries, and to which they can contribute. Growth in the membership in of external libraries in ECIP allows for a speed up the time the cataloging record becomes available for use for copy cataloging. This benefits individual contributing member institutions and makes research material available to researchers in a more timely manner.
- CIP web pages available in a Spanish translation will enable Spanish-language publishers in the United States and Puerto Rico to have easier access to information about the CIP Program.

Upcoming Activities

- CIP Data Block Assessment Survey: In January 2017, the CIP Program sent out an assessment survey of the new layout of the CIP Data Block to libraries, publishers, vendors, and others who have an interest in our use the data block for cataloging or other purposes. Results of the survey will be shared later in 2017.
- Consolidated Traffic Manager: Due to Library of Congress security protocols and systems environment, a decision was made by Library management not to implement a new automated workflow system for the Cataloging in Publication, Pre-assigned Control Number, and ISSN programs which had been designed by an outside contractor. In 2017, CIP and ISSN program staff members will meet with the Office of the Chief

Information Officer to discuss alternative approaches for updating the ECIP Traffic Manager system and creating a new workflow system for ISSN.

IFLA Science & Technology Section

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



ACRL Representative Report

Representative name: Julia Gelfand
Representative email: jgelfand@uci.edu
Unit representative to: IFLA Science & Technology Section
Report period: August 2015-August 2019

Background Information

The IFLA Science & Technology Section has been challenged with leadership and membership status and is in the process of rebuilding. I am optimistic that with new members joining the section at the 2017 meeting, it will be helpful and an opportunity for this to happen. I was nominated due to unforeseen circumstances to serve as Secretary and did not fulfill my responsibilities well. IFLA is undergoing a renewal program and held a leadership forum in Athens in April 2017. Sections are responding to those drivers at this time.

Major Activities of the Unit

To redefine its mission and to become more fully integrated in the Division. Attempts were made to hold a satellite meeting with two other units but it fell to this section to organize it and I could not pull it off. Hosted a general program in Columbus but will not have a program in Wroclaw.

Implications for ACRL

- Improved links between the ACRL Science & Technology Section and IFLA STL, including the medical or health sciences links
- Strong connections to Data Management and relationships with other sections & interest groups devoted to Big Data and Data Curation
- Continuing programming for the annual meeting, with perhaps plans to host a future satellite meeting
- Encourage global sharing

Upcoming Activities

- Build up and restore programming of section
- Encourage wider participation of members from outside of North America and Europe
- Reach out to science librarians and libraries worldwide to share information and programming
- Continue interest in Data Management and other new roles for science librarians
- Learn from input collected in Section Survey resulting from Athens Meeting

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Libraries Transform Task Force Recommendations

Submitted by: Cinthya Ippoliti, Task Force Chair

Date submitted: June 9th, 2017

Background

The task force has completed its report (Document 13.1), and has completed a survey and focus groups to identify the needs of academic librarians.

The Libraries Transform Task Force would like to continue its work, with a revised name, charge, tasks, timeline, and membership to the following:

Name: ACRL Libraries Transform Implementation Task Force

Proposed Charge

To implement the recommendations of the ACRL Libraries Transform Taskforce, as included in the task list. Provide and recommend marketing resources that can be used for all types of libraries.

Proposed Tasks

1. Work with ALA Libraries Transform staff to develop and recommend more targeted “Because” statements that focus on academic libraries related to the broader issues identified.
 - a. Stronger focus on all types of academic libraries perhaps emphasizing the specific ways in which they provide leadership in fulfilling their respective institutional missions
 - b. More assistance with targeted messages to different audiences such as faculty, students, the community, etc.
 - c. Spreading awareness about instruction and information literacy for building connections with faculty and marketing library services

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

2. Provide more information about how academic libraries can use the ALA and ACRL campaign materials in the form of “how-to” or tip-sheet style type format.
3. Work with the Value of Academic Libraries Committee to update the Value of Academic Libraries poster template.
4. Update the Marketing the Academic Library website to ensure that the content is up to date and matches what the toolkit contains.
5. Work with Gale staff to update the Campaign for America’s Libraries @ Your Library: Toolkit for Academic and Research Libraries, with a defined scope of work for the consultant on the project.
6. Address such issues such as who will host the toolkit and how it will be marketed and distributed (via ACRL and other channels).
7. Recommend professional development offerings around the new toolkit and website

Proposed Timeline

- Date interim report is due: Midwinter 2018
- Date final report is due: Annual Conference 2018

Proposed Task Force Membership

Current Libraries Transform Task Force members will be asked if interested in continuing to serve on the task force. ACRL Vice-President Cheryl Middleton may appoint additional task force members.

Stakeholders

Please see report (Document 13.1).

Action Recommended

That the ACRL Board of Directors approves the extension of the Libraries Transform Task Force with the updated name, charge, tasks, and timeline.

Strategic Goal Area Supported

☒ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

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

☐ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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ACRL Libraries Transform Task Force



Final Report
June 25th, 2017

Task Force Charge:

At its Fall Board Meeting on October 23, 2015, the ACRL Board of Directors approved the ACRL Libraries Transform Task Force to support the new ALA advocacy campaign. Charge: To develop messages and resources that will address the needs of academic and research libraries using the new ALA campaign, [Libraries Transform](#). Tasks:

- To develop and suggest to ALA new “Because” statements for the campaign.
- To develop resources that ALA can use on its campaign website, e.g., suggest individuals for interview, libraries to spotlight.
- To review the Academic and Research Libraries marketing materials developed for the [ALA @ Your Library Campaign](#) and revise/update or recommend removal from the website as needed.

Task Force Membership:

1. Cinthya Ippoliti-Chair, Oklahoma State University
2. Christine Dulaney, American University
3. Joyce Martin, Arizona State University
4. Julia Mielish, Wake Technical Community College
5. Devin Savage, Illinois Institute of Technology
6. Denise Wetzel, Mississippi State University

Methods:

The task force met over the course of 2016 and 2017 and conducted a two-pronged needs assessment in order to better understand how librarians are currently using the ALA @ Your Library Campaign, as well as identify what types of training and resources they would find most useful as they communicate the impact and value of their libraries to their respective communities. A total of 122 respondents filled out the survey although we did not distinguish what type of library they were from. The survey was sent to past ACRL committee chairs, board members, and section leaders as well as to the ACRL Forum listserv.

The task force also conducted a focus group session with volunteers from ACRL committee chairs, board members, and section leaders as well as the ACRL Forum listserv in order to receive additional feedback about the toolkit itself. The questions from the focus groups are included in the Appendices and the comments from the participants are integrated in the toolkit recommendations section.

To help inform our initial work, we conducted a brief literature review as a way to help us develop questions for the survey and the focus group and provide some additional context for our discussions and analyses. The resources consulted in the literature review are listed in the final appendix at the end of this report.

Survey Results:

When asked about the confidence in their current library marketing efforts, the mean response was a 2.26 out of a total possible 4.00 indicating that most librarians have an adequate level of confidence in their library's ability to effectively market resources and

services. A small majority of libraries (24%) use attendance and gate count statistics to measure the impact of their marketing and outreach strategies, with 18% relying on social media and also 18% not measuring anything at all. Other responses also included general surveys and user feedback as part of those strategies.

When asked what the biggest marketing and outreach challenges were, 33% of librarians responded that they needed more assistance in doing general outreach activities more specifically, receiving “how-to” type of information. The next highest category was in reaching faculty at 15%, with limited resources following at 9%. Respondents also overwhelmingly felt that faculty and students were their main audiences with approximately 37% of the votes for each.

When asked about their familiarity and use of the ALA Libraries Transform campaign, 29% of respondents were slightly familiar with the campaign, with 22% being very familiar and 23% not having any knowledge of it at all. About 50% of them had not used the campaign at all, with 26% having used it and the remainder 23% not sure if their library had or not. Respondents also felt that the campaign would most closely align with their efforts surrounding raising general awareness with 7%, services/teaching and learning with 5%, and other categories at 4% and below.

Respondents felt that ACRL could help libraries as part of the current campaign, most of the respondents (23% and 24% respectively) were split between having materials in the form of a toolkit (which already exists but needs to be updated) and having messaging more targeted to specific types of institutions such as community colleges, smaller universities, etc. with an emphasis on academic libraries.

Similarly, toolkit materials and best practice guidelines ranked highest as the types of materials that would be most useful with 85% and 76% respectively, and other formats such as workshops, coming in a distant third at 58%. 24% respondents indicated they would use the “Because” statements if they were relevant, with 19% indicating a maybe.

Summary analysis and recommendations:

These responses suggest that for many librarians, methodological uncertainties are a bigger issue than structural limitations and there is a strong need for materials that are re-usable, adaptable, and are accompanied by additional strategies and best practices for how to best implement them. These ratings also suggest an opportunity for the Libraries Transform campaign overall, as there is clear room for improvement when it comes to raising awareness of what it is and how those materials can assist with local library marketing and outreach efforts. Assuming that the Board feels we have gathered enough data to inform our proposed direction and that a partnership with the Gale

marketing team is approved, the task force is recommending that the ACRL Board extend the task force to carry the implementation plan in ACRL Board Action Form (Doc 13.0). Gale has volunteered to assist ACRL in developing marketing materials, and the Gale marketing consultant would work with the implementation task force. In addition, we submit the following areas for the Board to consider when giving feedback on the next steps for the Libraries Transform Implementation Task Force:

1. Define the scope of work for the consultant on the project that Gale recommends for the toolkit itself. This will obviously impact the cost and time for the project.
2. Determine the timeline for deliverables, which includes finalizing any additional needs assessment activities, toolkit development, planning for the professional development component, and a communication plan to finalize dissemination of materials and training opportunities
3. Address such issues such as who will host the toolkit and how it will be marketed and distributed (via ACRL and other channels)
4. Finally, it might be beneficial for the consultant and the implementation team to talk with folks from representative libraries to gain various perspectives as a large theme that emerged from the survey and focus group was the need to have all types of academic libraries represented, not those from just ARL-type institutions

In terms of the content for these activities, the task force recommends the following for the implementation task force:

1. Develop more targeted “Because” statements that focus on academic libraries related to the broader issues identified below:
<http://www.ilovelibraries.org/librariestransform/>
 - a. Stronger focus on all types of academic libraries perhaps emphasizing the specific ways in which they provide leadership in fulfilling their respective institutional missions
 - b. More assistance with targeted messages to different audiences such as faculty, students, the community, etc.
 - c. Spreading awareness about instruction and information literacy for building connections with faculty and marketing library services
2. Provide more information about how academic libraries can use the ALA and ACRL campaign materials in the form of “how-to” or tip-sheet style type format. There is a lack of awareness around both sets of campaigns, so perhaps these

two areas can be merged so that best practices can also raise awareness about them

3. Update the Value of Academic Libraries poster template and determine how they can/should be integrated into the campaign and as part of the toolkit as well:
http://www.acrl.ala.org/value/?page_id=954
4. Update the Marketing the Academic Library website to ensure that the content is up to date and matches what the toolkit contains:
<http://www.ala.org/acrl/issues/marketing>. The group will have to make decisions around what content to keep and what content to update as well as how to use this site as a way to promote any additional project and programming that emerge around these materials. Consider making this the “official” website for this initiative
5. Update the *Campaign for America’s Libraries @ Your Library: Toolkit for Academic and Research Libraries*. More specifically:
 - a. Provide a different, more dynamic format (Wordpress or similar) for the toolkit to allow for a more modular approach, ease of access, and searching without having to scroll through pages in a PDF file which is very static and does not encourage the integration of multimedia elements. Think about adding checklists or compartmentalizing content for easy navigation and having clearly delineated sections for easy navigation and access
 - b. Ensure the toolkit addresses only marketing and outreach-we felt the Media Relations portion needed to go somewhere else which includes Tough Questions, ALA Online Media Relations
 - c. Ensure a stronger focus on academic libraries and update the indicated areas to include more current information
 - d. We are not sure if the tools referenced under the New Tools and Training section discoverable and being utilized. Having a way to share ideas perhaps via a wiki page and/or listserv would be a great idea; this would probably be separate from the toolkit itself, but URLs and links could be included in the relevant portions. Ensure that there is a section that contains adaptable content such as editable graphics and handouts as well as the ability to print sections or the entire thing in a way that is easy to manage

- e. Ensure there is a robust section on how to communicate impact on campus goals-both in terms of what to measure and how to measure as well as how to present that information using visualization and infographic tools as well as how to tailor this information depending on where the message is directed
 - f. Key Messages and Talking Points as well as Big Picture issues should focus on the issues identified by the survey-some existing ones may still apply but they all need to be evaluated
 - g. Due to the high number of responses suggesting a stronger need for more targeted examples, the Communication Plan should be updated to include social media and other related elements. This would include providing specific examples and templates of the various areas mentioned such as posters, flyers, print materials, and e-communications structured for various audiences such as faculty, students, administrators, etc.
 - h. Institutional examples will also have to be updated and match the Big Picture issues addressed earlier in the toolkit. Allow for a way for institutions to add their examples on a regular basis as opposed to having static examples that may be out of date and need to continually be checked. Perhaps use a format similar to the new sandbox for the Framework <http://sandbox.acrl.org/>. There would have to be some decisions made about how to structure this-by broader issue, type of audience, format, etc. A template would have to be developed for this and would need to cycle through content on a regular basis to provide current information and prevent from becoming out of date
6. Build a professional development program around the new toolkit and website and define what that looks like and who would conduct training in what format, etc. Would we develop some kind of certificate or badge for those who go through this training? Offer a listserv such as ACADEMICPR (which appears to be defunct) as another way to share ideas and communicate

Appendix A: Survey Instrument

Q1 The ACRL Libraries Transform task force invites you to participate in a questionnaire by Friday, November 4th. The purpose of this questionnaire is to gather information about your needs in raising awareness of and marketing your library's services and resources as part of the broader ALA's Libraries Transform campaign. Information submitted to this questionnaire will be completely anonymous and will be used to help the task force make recommendations to ACRL in developing tools and programming to answer those needs. We anticipate this questionnaire will take approximately 10 minutes of time to complete. If you have any questions, please feel free to contact Cinthya Ippoliti at cinthya.ippoliti@okstate.edu. Thank you in advance for your feedback!

Q2 On a scale of 1 to 4, with one being not at all and four being completely, please indicate how confident you are with your library's current marketing and outreach efforts on your campus/within your community.

_____ Confidence level (1)

Q3 How do you measure the effectiveness of these strategies?

Q4 Currently, what is your biggest marketing/outreach/public relations challenge related to promoting your library on your campus/within your community?

Q5 How familiar are you with ALA's Libraries Transform campaign?

- Extremely familiar (1)
- Very familiar (2)
- Moderately familiar (3)
- Slightly familiar (4)
- Not familiar at all (5)

Q6 Have you or anyone at your library used ALA's campaign?

- Yes (1)
- No (2)
- Not sure (3)

Q7 How does or how should ACRL support your library within this broader campaign?

Q8 What marketing support would you like to see from the ACRL Libraries Transform Task Force? Please check all that apply and indicate what type of content would be most useful in each area.

- Social media (1)
- Toolkit/materials (2)
- Best practice guidelines (3)
- Training-workshops (virtual and f2f workshops) (4)
- Other (5) _____

Q9 What specific area of current outreach or marketing activity at your institution/within your community do you think Libraries Transform most naturally pairs with or supports?

Q10 Without regard to activity, to what audience do you think Libraries Transform marketing should be oriented? Which audience do you feel is hardest to reach?

Q11 On a scale of 1 to 4, with one being not at all and four being completely, how useful would it be to have materials dedicated to Julie Todaro's initiative Expert in the Library?
_____ Level of usefulness (1)

Q12 The ALA Libraries Transform campaign has a number of "Because" statements <http://www.ilovelibraries.org/librariestransform/> (please scroll to the bottom of the page). Has your library used or would use such a statement? Why or why not?

Q13 Are there certain events and/or programs on your campus/within your community that would benefit from this campaign? Please check all that apply:

- Accreditation (1)
- Orientation (2)
- Recruiting (3)
- Alumni relations (4)
- Other (5) _____

Q14 Are there any additional issues or questions you would like the task force to consider?

Appendix B: Full Survey Results

Please see separate PDF report (Document 13.2).

Appendix C: Focus Group Questions

1. Which portions of the existing [*Campaign for America's Libraries @ Your Library: Toolkit for Academic and Research Libraries*](#) do you think would be most helpful to update?
2. What types of materials (content) would you like to see in an ACRL Libraries Transform toolkit that are not currently there?

3. What type of dissemination method would you prefer?
4. What type of format would be most useful for these materials keeping in mind that we may want to add videos and other multimedia content?
5. Would having suggestions for how to implement the toolkit at your institution be helpful? Why or why not?
6. Would it be helpful if we had some test cases where the toolkit was implemented to highlight different applications?

Appendix D: Literature Review

1. Brown, Karen and Kara J. Malenfant. *Documented Library Contributions to Student Success*. Association of College & Research Libraries, 2016.
2. Hallmark, Elizabeth Kennedy Laura Schwartz, and Lorie Roy "Developing a long-range and outreach plan for your academic library" *College & Research Libraries News* vol. 68 no. 2 (February 2007) 92-95 (<http://crln.acrl.org/content/68/2/92.full.pdf>)
3. Markless, Sharon, and David Streatfield. *Evaluating the Impact of Your Library*. London: Facet Pub, 2006. Print.
4. Oakleaf, Megan J, and Megan J. Oakleaf. *Academic Library Value: The Impact Starter Kit*. Syracuse, NY: Dellas Graphics, 2012. Print.
5. *Standards for Libraries in Higher Education*. Association of College & Research Libraries, 2011

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Default Report

ACRL Libraries Transform Taskforce Questionnaire

June 2nd 2017, 10:03 am CDT

Q2 - On

a scale of 1 to 4, with one being not at all and four being completely, please indicate how confident you are with your library's current marketing and outreach efforts on your campus/within your community.

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Confidence level	1.00	4.00	2.26	0.71	0.50	117

Q3 - How do you measure the effectiveness of these strategies?

How do you measure the effectiveness of these strategies?
Thus far we do not.
number of one-shots, cross discipline projects/activities
community response/attendance; media coverage, social media
headcounts, IL sessions, research consults
Comments from the community
tweets, feedback on surveys, attendance at events
Number of clicks
Not sure how we would measure this as it is difficult to separate out what use might be due to marketing vs. other factors.
Through use/attendance, Facebook Insights, circulation numbers, whether people on campus know who we are or not
mostly surveys
Multiple methods: attendance at library programs; use of library resources (space, collections, services); collaborative projects between library and non-library faculty; feedback from faculty, staff, and administrators outside the library
they are difficult to measure with 50,000 students and faculty; hard to know if we are successful at outreach
Basic metrics like door counts, reference and instruction sessions, social media likes/retweets, surveys, and collection usage.
I think we have room to grow
we don't have any formal method. word of mouth, attendance at events, general comments expressed
Usage statistics
Other than social media statistics, I'm not sure.
Attendance at Events; Numbers of Users
Facebook likes, retweets, comments, people checking out items or using services, user feedback
We only measure it on feedback forms about the services, so not much.
gate counts, web stats
Attendance at library events
the ability to articulate value added
surveys, outcomes data
attendance & usage
Engagement, attendance, materials distributed, feedback

Turnout. Gate count.
Gate and circ count, database stats, # attendees at drop-in research sessions, # facebook and other social media "friends"
awareness of college by community
not effectively. sometimes word of mouth
Number of followers, likes and re-posts
me personally or the library itself? I'm unaware of any way the library measures the effectiveness of these strategies and expect that it doesn't measure these strategies
decreasing outputs; zero budget in those areas; faculty use has dropped perceptively over last decade
increase in number of orientations requested and gate counts
Do not measure
Student numbers in the library
responsiveness to outreach- we have really just started so we're still working on assessment.
Increase in use of library services.
Attendace/Response (nothing formal)
Reference requests
use of the library and its services/resources
Through conversations with stakeholders
don't
FB reads, attendance at events, website visits
we have a metrics such as number of faculty requesting instruction, reference transactions, website statistics, gatecount increase, usage increase of e-resources, room use, technology use, etc.
Librarians on committees, number of classes requested, embedded student engagement activities, e.g. STEM month
number of faculty engaged, attendance at PD events and student seminars, social media traffic, circ stats and traffic related to displays and highlighted items, participants in library events such as welcome back event, library week and banned books week events.
surveys
We have two librarians for four physical sites, and all of our library resources are online. We try to attend new student orientations, reach out to faculty to encourage them to have us make class presentations. We have our own library website which allows us to configure it the way that we want, so we try to make it as approachable as possible for our students. We have Facebook and Twitter accounts, but we don't have much time to spend on them.
two annual surveys, participation
Number of people attending workshops, door count, social media communications
Number of faculty utilizing resources (InfoLit), attendance at presentations, counts (door, webiste, collection, etc)
We don't measure it as of yet.
We do not.

Hits to website, LibGuides & database use, questions, attendance at events
attendance, instruction sessions,
number of contacts
attendance at programs, circulation, gatecount
increase in instruction, online stats
Student participation in outreach/workshops
Numbers of attendees, foot traffic in library
engagement with faculty and cooperation
usage stats for products, attendance at programs
We are developing an assessment plan.
people's impressions/perceptions about the libraries
of events attended
correlation between marketing and foot traffic, number of consultations, etc
social media likes & comments; informal feedback from students, staff, and faculty
word of mouth
wish we had a better way to
I am not sure we have a marketing plan
we do not at this time (hoping to change that)
We don't
Once a year satisfaction survey
mentions of the library and library services by senior administrators at campus events
Analytics, attendance and participation at events, feedback
We survey students "How did you hear about this?"
faculty & student feedback
participation to events promoted
currently do not
N/A - New leadership has cancelled all marketing and outreach
Students passing course
event attendance, annual satisfaction survey
poorly worded question; how do I measure, or how does the library measure/collect data?
database usage and patron visits
Attendance at activities, interactions with faculty

There aren't any.
Attendance
What I hear students and community members saying about our library.
no measurements other than usage stats and recording space usage, gate counts
number of participants in events on campus; no assessment of outcome for online
use of resources, gate count, number of instruction sessions
attendance; use of resources; interactions; traffic count
not often
Workshop attendance, anecdotes, social media likes/reposts
Surveys, course & info lit session evaluations, interactions with students and faculty, attendance at library events
Surveys
Expanded use of the resources and facility
do not
Nothing concrete - just how many students I run into who haven't visited the library or don't know how to reach our resources
Too many rows for PDF export, try exporting to Word or CSV

**Q4 - Currently,
what is your biggest marketing/outreach/public relations challenge
related to promoting your library on your campus/within your community?**

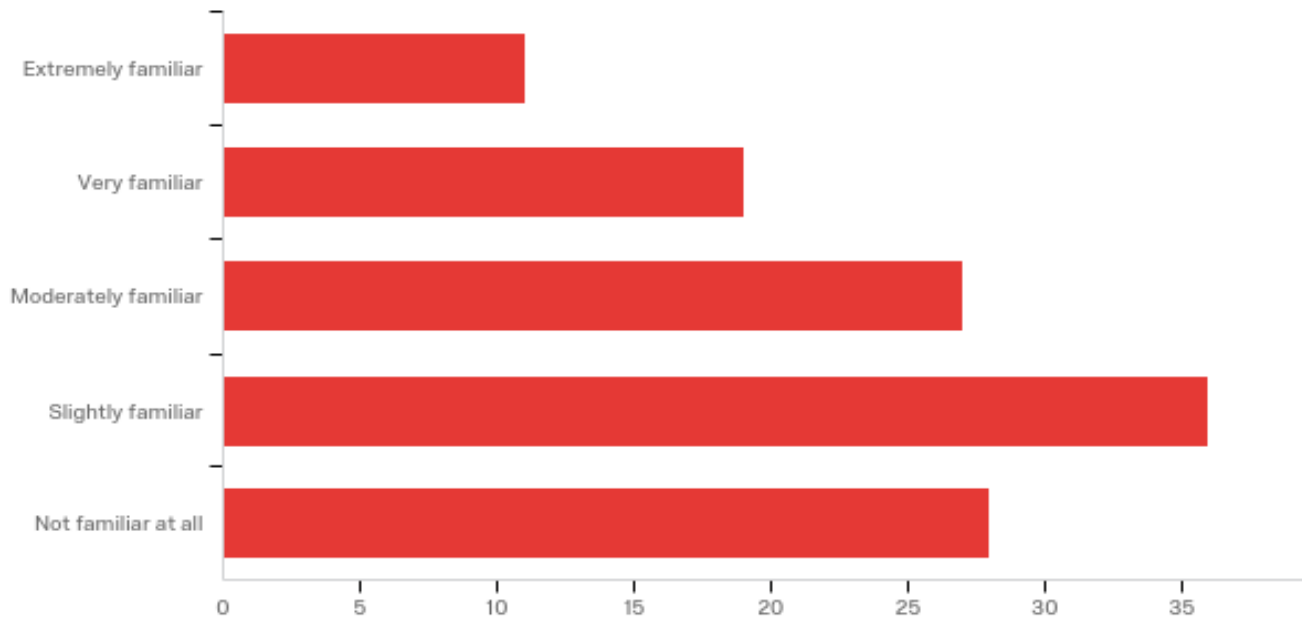
Currently, what is your biggest marketing/outreach/public relations challe...
Not sure how best to reach students, getting faculty on board with promoting services to students.
Getting the faculty to utilize the library's resources and provide assignments that use the materials available to students
limited human resources
Consistent follow-up after initial outreach efforts
No way of measuring assessment; only 1 person doing this job + many other jobs
clear messaging targeted at particular audiences
getting librarians to all be on message about the same things
Getting attention - people don't read emails anymore.
Getting people's attention.
Small staff, small budget
how to reach audiences that aren't already involved with the library
Marketing librarian expertise, i.e. reference/consultation/instruction
we are not allowed to send email blasts to large groups like faculty and students - but not even sure that would work
Staff knowledge of marketing, especially in graphic design, and staff time to be able to do it.
we are still building a presence as an energized interesting place to be -- so attendance at our events is slow yet. another challenge is not having complete control over our library website (control belongs to the marketing department)
getting faculty attention long enough for them to focus on our PR
Staffing
We send a lot of mixed messages, have inconsistent "branding" strategies, etc.
Difficulty with communication channels on campus in general
Time
Limited means to contact students, faculty and staff. Flyers are limited to specific areas and email can only be sent to Faculty and Staff, not students.
Getting students attention.
Targeted marketing to faculty for resources and services relevant to their teaching and research. - direct marketing to students
lack of graphic design expertise

Figuring out how to get undergraduate students into the library for more than computer help and study space and to attend library events
lack of financial resources
getting to all faculty
participation
Getting library staff to focus on users, not what they think would be fun/interesting.
Low morale
Faculty - need them to schedule time for library instruction in the classroom or the library
lack of resources (focused employee and financial resources)
time/dedicated staff member/knowledge & skills
student and staff buy-in
lack of (competent) library leadership
Challenge? The notion that the Internet and Content Management Software offer everything the student needs to complete assignments.
teaching faculty don't have time to explore the library
Finding the right channel to reach students
Getting support from the administration
Having the time to do the work - but we've recently allocated funds from Equity monies through the state that are supporting our outreach to particular targeted groups
Some faculty who have no interest in the library or it's services/resources.
Often, administration will forget to include the library in key campus initiatives.
faculty buy-in
convincing the library staff that it's necessary to market
Time!
several campuses and distance learning
reaching students with our dated modalities (FB, for instance)
People don't read emails or go to the library website to learn of what we have in terms of collections, services and programs for them
The need to fill a line and people thinking we can manage without it
Follow through. We get the word out and get positive feedback but very little follow through from faculty and staff
faculty awareness
Letting students and faculty know about all of the wonderful resources that we have.
social media, signage
we've done a huge push this year to cooperate with others across campus to promote each other's events and not to duplicate. So far we have not seen our numbers grow, but maybe in the next year we will.
Silo mentality (in spite of ongoing efforts to change); Outside (family/work/personal) and inside (other campus

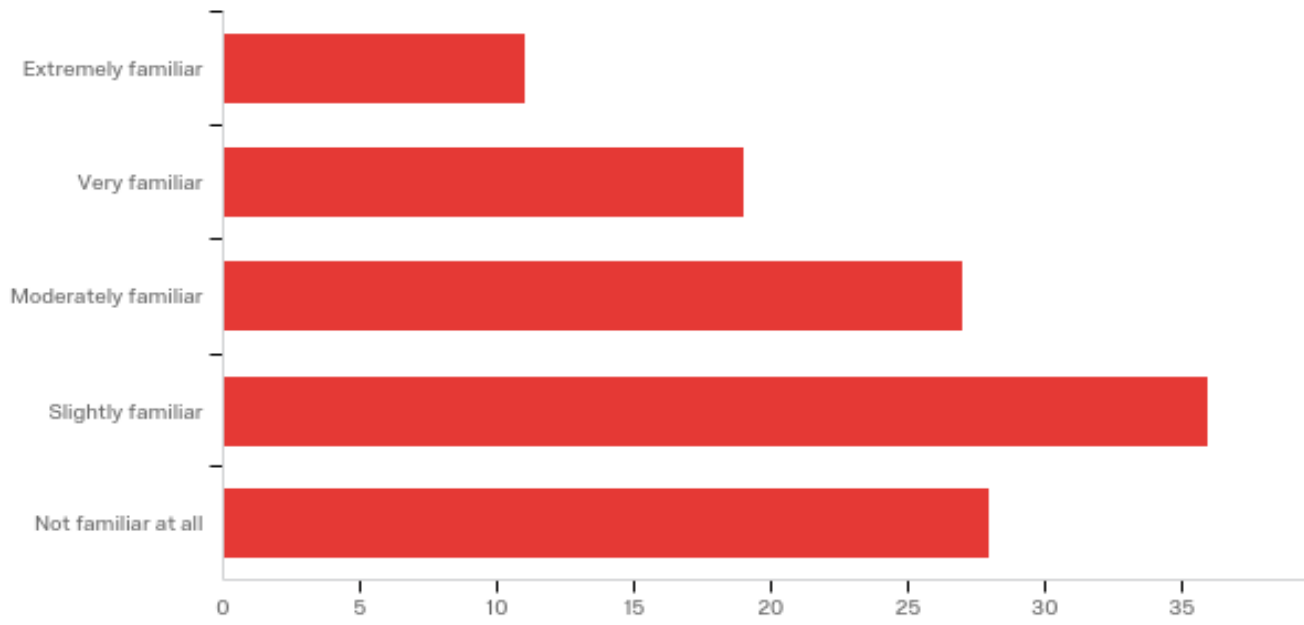
events/activities) factors
Getting instructors to read emails.
We are not very connected with the rest of the campus. It has been difficult getting buy in from faculty and thus it is harder to reach out to students as well.
Lack of time to develop materials and a plan. We are a large institution with very low number of staff and librarians.
FB, Flyers, Campus Announcements
getting attention of faculty
commuter school
reaching students without overwhelming them with contacts
Emailing faculty encouraging them to schedule IL sessions
Lack of undergraduate interest/engagement in our social media efforts.
Getting the word out: users don't read promotional materials, look at the website, read signage.
engagement with faculty
Reaching faculty and students who are already overwhelmed with emails and social media. Access to the software needed to create graphic content.
Finding more effective ways to deploy, engage, and measure our messaging's effectiveness with digital natives.
reaching students/faculty with the exact piece of information at that time that they need it
Promoting ourselves
continued growth of our audience, engagement on social media
It seems like every program, department, etc. has a social media presence. How can the library encourage students to follow via social media when there are so many other campus accounts? How does the library not get lost in the shuffle once students do follow?
too many sources of campus information, but not any one of them widely read by students.
Connected with students- we are on FB but not all students are, and many are non-traditional and don't step foot in the library
Not sure
we don't have any one individual assigned to be a communications/outreach director/coordinator
convincing students that it is OK to ask for reference help
Assessment and agreement on what and who we are marketing too
Budget, we have little to no budget for marketing
library leadership is not effective
finding the resources that users actually use and converting views into action
The number of times we need approval for a single thing.
consistency in branding, social media not academically focused, & not enough risk taking, future trending
competition with other activities promoted on campus

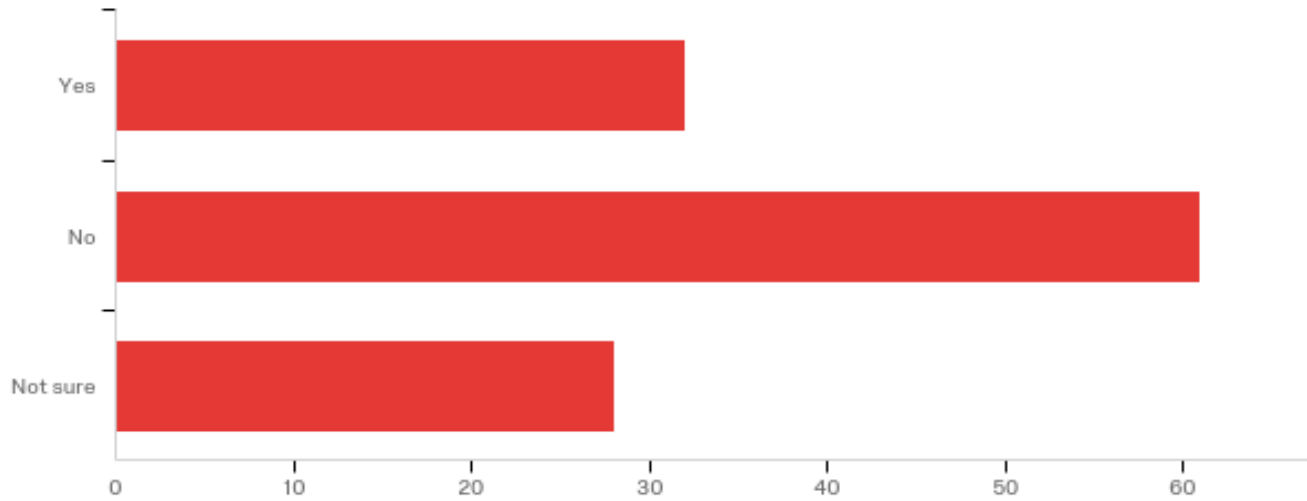
all of it
We have recently experienced a leadership change which doesn't believe marketing or outreach is "necessary" in an academic library enviroment
Working w dual credit students
Articulating the role of an academic library in the 21st century, justifying the high cost of operation
most "promotions" appeal to the library admin's interests, not the interests of most students & faculty
reaching students
Listserv
Overcoming faculty/administration faulty views of librarians
What we do
Finding the BEST way to reach everyone!
Scholarly Speaking Event: annual celebration of faculty/staff scholarly research, publishing and presentation efforts
staff availability, needing too many levels of admin permissions; unified messaging across platforms
Little to no support from campus marketing or IT offices.
blog, updates in faculty meeting announcements, occasional presentations to faculty, Facebook, exhibits
developing a plan that speaks to upper university admin
scaling marketing to the appropriate audience
Too many rows for PDF export, try exporting to Word or CSV

Q5 - How familiar are you with ALA's Libraries Transform campaign?



#	Answer	%	Count
1	Extremely familiar	9.09%	11
2	Very familiar	15.70%	19
3	Moderately familiar	22.31%	27
4	Slightly familiar	29.75%	36
5	Not familiar at all	23.14%	28
	Total	100%	121



Q6 - Have you or anyone at your library used ALA's campaign?

#	Answer	%	Count
1	Yes	26.45%	32
2	No	50.41%	61
3	Not sure	23.14%	28
	Total	100%	121

Q7 - How does or how should ACRL support your library within this broader campaign?

How does or how should ACRL support your library within this broader campai...
Not sure what the campaign is.
targeted materials about academic libraries
scripts for videos, sample stories
Some messages that are likely to appeal to graduate/professional students or faculty
I'd like to see more ideas of how to tailor the campaign to individual libraries. We are a small community college library and must focus first on supporting the curriculum, then moving on towards broader goals. How do we incorporate the campaign into mission of curricular support?
More messages related to higer ed
get the information out in front of faculty so they can influence their students - we need a national media blitz - adds during the superbowl would be a good start (why not?)
Focus somoe of the resources to marketing to the academic community
I would like to see more academic library focused posters
not sure
Not sure
I liked the downloadable graphics that ALA provided, but they were heavily leaning toward public/school libraries.
The campaign seems more geared toward public library...have an academic library focus as well.
Community Colleges are unique in that the students are not residential. We compete with their schoolwork, out of school jobs and family obligations. It is challenging to get students into our library and attendance at our events. Outreach -- getting OUT of the library is our best means to providing services and events to our student population. I would like to see ACRL address types of services for commuter campuses.
We like the window clings and would love more academic- focused content.
specific message about value of academic libraries
Free to use images and suggested talking points
by articulating what college and research libraries add to the research and learning endeavors of higher education
marekt to community colleges
Most slogans were targeted at public library users. We had to make our own posters.
Articles on news websites or newspapers, developing a variety of marketing collateral for libraries to purchase, speakers on the morning network "talk shows"
greater social media publicity
tell me about it
no idea
Difficult to say since we are soon looking to become 100% virtual and subsumed under IT.

providing free graphics, posters, bookmarks
information on how to reach students that is not specific to just one campus or even just one type of institution
Develop targeted marketing for community colleges (as well as other types of academic institutions). I feel that ACRL does not give CC/JCs as much attention as other College and Research Libraries.
Focused efforts on specific types of libraries (i.e. community colleges).
funding would be nice :-)
Providing ready-made logos and materials to plug into social media or use as templates for creating marketing materials
don't know
Keep community colleges in front of mind, examples of ccs using LT marketing/ideas/tools, post info on cc communication tool
Make it more geared towards academic libraries since right now it is more on the public
I'd place some ownership on myself for making use of what is available already. Not in a position to suggest additional recommendations as I haven't explored what is currently offered yet
I have appreciated all of the materials that ACRL has made available (especially the free ones, as we have little budget), and we have used them during National Library Week and any other opportunities that we can.
Develop academic library specific advocacy offerings. Promo videos, checklists, etc.
I'm not sure - I read the blogs and emails, but it's difficult to keep up and still get the work done!
Not sure
Provide us with materials that are specifically for the community college.
Provide data and talking points geared toward academic libraries of all sizes and missions.
not sure
more marketing materials/ideas
banners, ideas, tips
Provide pre-packed social media polls
webinars
I would like more college-level messages. My team is developing its own to further the campaign.
providing talking points and metrics that speak to our community without library jargon
free graphics and promo text ideas for academic library use, multiple sizes for web and print
free editable graphics
Let academic librarians know how to use the campaign to increase outreach activities on campus
not sure
toolkit and best practices
don't know
don't know
Free workshops for ideas on improving library outreach for smaller or less funded libraries

unsure
Providing specific tools and techniques for success. Tool kits would be the best so that we don't all have to redesign the wheel.
More marketing materials and transform phrases geared towards academic libraries.
toolkits, checklists
not sure
??? It seems very focused on public libraries OR giant university libraries. I can't see how it is relevant for our tiny, specialized community
Provide more academic library-focused content. Yes, we can come up with our own, but without ACRL support we're unlikely to obtain administration buy in at our location
Understand community college limitations (budget, staff)
I guess I saw this as a general campaign which is nice but not central to our PR efforts. I saw it as a public/academic/special/school library campaign about the value of libraries generally, so I'm not sure.
don't think acrl can affect what my dean thinks is important
sample promotional materials that can be customized to individual institutions
Provide clear directions, examples, practical steps
Should find a means of helping small academic libraries show impact on student learning. Framework does not do this.
Templates
Give us more information.
templates that allow personalization
Encourage academic libraries to join--it seemed to be a public library initiative; broaden the marketing through icons (on the ACRL website, through other social media, provide "sponsorship" of programs or other ACRL-focused events that are "Libraries Transform" focused (like a badge of approval?)
toolkit, speakers, identifying experts for help, publishing case studies from different types of institutions
not sure
Work/promote through other professional societies or associations
More promotional materials focused on academic library value/suggested strategies for distributing them
Continue to develop ready-for-use professional materials
More academic library focused transform graphics
Most of the campaign seems geared to public libraries; we need school/academic specific talking points
Offer toolkit, ideas, low cost or no cost marketing tools, webinars on marketing
Specific case studies are helpful of how libraries have been able to connect with their patrons.
I don't see the relevance.
perhaps more outreach to academic libraries on how Libraries Transform can help them.
?
promotional materials and tips

Provide clearer definitions of the message of the campaign. It seems like it has changed over time but there was no clear distinction between the end of one campaign and the start of the next. Provide more clear opportunities for academic libraries to participate and resources for them as well.
more resources
It is important
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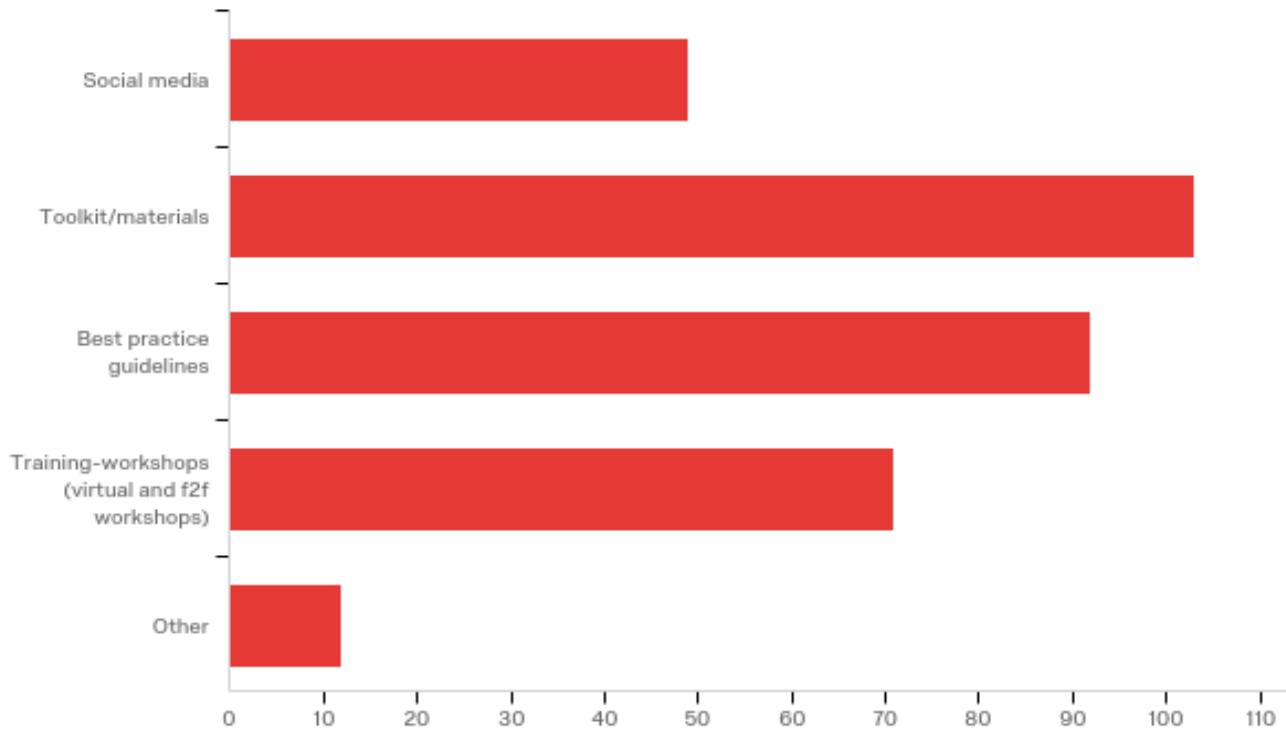
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Let academic librarians know how to use the campaign to increase outreach activities on campus
not sure

toolkit and best practices
don't know
don't know
Free workshops for ideas on improving library outreach for smaller or less funded libraries
unsure
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Give us more information.
templates that allow personalization
Encourage academic libraries to join--it seemed to be a public library initiative; broaden the marketing through icons (on the ACRL website, through other social media, provide "sponsorship" of programs or other ACRL-focused events that are "Libraries Transform" focused (like a badge of approval?))
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Work/promote through other professional societies or associations
More promotional materials focused on academic library value/suggested strategies for distributing them
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Offer toolkit, ideas, low cost or no cost marketing tools, webinars on marketing
Specific case studies are helpful of how libraries have been able to connect with their patrons.

I don't see the relevance.
perhaps more outreach to academic libraries on how Libraries Transform can help them.
?
promotional materials and tips
Provide clearer definitions of the message of the campaign. It seems like it has changed over time but there was no clear distinction between the end of one campaign and the start of the next. Provide more clear opportunities for academic libraries to participate and resources for them as well.
more resources
It is important

Q8 - What

marketing support would you like to see from the ACRL Libraries Transform Task Force? Please check all that apply and indicate what type of content would be most useful in each area.



#	Answer	%	Count
1	Social media	40.50%	49
2	Toolkit/materials	85.12%	103
3	Best practice guidelines	76.03%	92
4	Training-workshops (virtual and f2f workshops)	58.68%	71
5	Other	9.92%	12
	Total	100%	121

Other

Other

Variety of colorful marketing collateral, bookmarks, etc. More suggested topics for Nat'l library week contests, summaries of successful marketing programs in all variety of libraries including academic.

i have no idea
People on the ground interacting with faculty.
All of these would be great.
More targeted messaging and substantive content in support of it (see previous response).
free workshops. ACRL offers great free ones. ALA tends to charge \$50+
unsure
librarians TEACH
Finding and showing ways in which academic libraries can show how they impact student learning. Especially small academic libraries with little funding.
materials that can be branded; best practices for specific marketing techniques; workshops for both beginners and advanced skills
buttons, badges, t-shirts, sharing stories on media, think pieces/feedback in CRLNews
Standards for Marketing Plans

Q9 - What

specific area of current outreach or marketing activity at your institution/within your community do you think Libraries Transform most naturally pairs with or supports?

What specific area of current outreach or marketing activity at your inst...
Not familiar with campaign.
library as place; open access; textbook costs
Social Media
changing nature of the work of libraries/librarians
reference/research consults; online materials
our ask a librarian campaign - to let students know we are here to help them succeed
Social media to students
Reaching students on the campus and highlighting services they may not know about such as chat reference
student success
Value of library staff
social media
Community Relationships
Social Media
Connected learning; Income inequality
student engagement with library services
From what I've seen - the value of libraries
public services, and scholarly communication efforts
It's a really broad campaign - it was hard to determine the audience you had in mind at a University setting.
Will soon be marketing Digital Commons info repository and a Makerspace. Need faculty participation and buy in for both.
social media
nothing current
no idea
Workshop offerings, readers advisory
New student orientation

Online/Social Media
best practice guidelines
don't know
not sure, need to explore the resources more.
Student orientations/Student government association activities
national library week
I don't know
?
Not sure
Development, activities & events, instruction
not sure
first year experience
Materials to hang around campus/the library
Information Literacy
leadership and managaement
our Ask a Librarian service
external stakeholders
social media
social media
We offer programming in our academic library and would imagine that would be supported by Libraries Transform
not sure
unsure
not sure
Information literacy, what it is and how libraries support it
unsure
social media
I think it works best with outreach done on campus but outside of the library.
social media
none
I'm not sure anymore as the outreach department was recently defunded and new management doesn't believe in marketing for academic libraries
idk
not sure

Announcements
??
Engaging students
I'm not sure.
increase usage for digital resources
don't know
Part of our strategic plan is "Transformational Leaders" so it seemed like a good fit for us--we also have an active entrepreneural/business dept and there are some good "because" statements that apply
??
Generally explaining value of library to stakeholders (students, faculty, administrators)
Information literacy
Social media
social media
social media
?
awareness of why libraries are valuable in a digital age
Not sure.
don't know
instruction
Social media and print marketing campaigns
research/public services
students
Unsure

Q10 - Without regard to activity, to what audience do you think Libraries Transform marketing should be oriented? Which audience do you feel is hardest to reach?

Without regard to activity, to what audience do you think Libraries Transfo...
Students or faculty.
faculty
donors
All of them...It's hard to say which audience is most difficult
faculty and undergraduates
Faculty
Faculty
There is a demographic of young professionals that don't rely on the library for a lot of their information needs (they have post-secondary education, internet access, excess income), so they might be the hardest to draw in to the campaign
Everyone: regular users; non-users; skeptics; policy makers; citizens who vote; parents; educators
if we can make converts out of faculty that will have an impact on their students - and faculty are the hardest to reach about the library
Faculty
emerging young adults are a hard audience to reach but i believe they could benefit greatly from library services
Board of Trustees
Faculty
college students!
Those who think the library is obsolete
It should be oriented to all libraries and library audiences. Positive approach...no audience is hard to reach...
Low-income
students!
students
undergraduates
faculty
faculty
college students and faculty
Higher education administrators and state legislators.
Faculty - need their buy in to integrate library activities into their coursework.

students, faculty, staff and external community members
Faculty and students and administration
students and staff
administrators
State Legislators then College Administration
for the first campaign we targeted staff and faculty. the second one should be for students.
Students
Non-user Students and faculty, particular students who are 1st gen and in groups where we see achievement gaps- focus groups at our institution found that Library non-users feel the Library is for the "smart" kids- we need to get them the message that the Library is for everyone
It should be oriented to all types of libraries. I think that community college library audiences are harder to reach.
Academic administration
adult
administrators at the college
Faculty & administration--beyond the general warm fuzzy libraries are good, we need help selling ourselves as essential.
not sure; faculty?
students
students, faculty
Students
Engaging with the student population at our 2 year commuter school.
faculty
both students and faculty/both students and faculty
young students, business owners, pillars of the community, underserved and marginalized populations
Directors and librarians on the ground - depending on the message/content
Faculty
Students
Non-library users
students and community
faculty
commuter students
administration
faculty, administration, stakeholders
Undergraduate students.

Minority students
adjunct faculty, dept. heads
undergraduate students / ditto
faculty
undergraduate students. hardest to reach is faculty
those who think they know everything a library can do, but don't
undergraduate students; first-gen students that are not familiar with library services and resources
Speaking from the prospective of an academic librarian, I find it very difficult to engage commuter students with the library
in our institution- undergraduate students
faculty
faculty are hardest to reach
students (both questions)
students
Faculty
administrators
university faculty
Students & Faculty. Student's don't always realize how useful the library can be. Faculty know, but don't include the library in their courses enough.
faculty
faculty
The audience for Libraries Transform appears to be public library users, particularly those who are or have children. In an academic context, it could be viewed as focusing on students. There doesn't seem to be much reaching out to faculty or non-teaching staff
Perhaps all in general and each year a different focus; one year PL, one year 4-yr, one year CC, one year special.
if it comes from ACRL instead of ALA generally? I guess faculty and administrators?
teaching faculty & students
students are hardest to reach
Focused to students, hard to reach faculty
Administration--those who fund the libraries.
students
Faculty
our academic faculty
student, faculty and administrators; most difficult is administrators
I still haven't seen much from my local public library, but I think college-readiness (for public, academic, and school

libraries) is a natural fit
upper admin
Students. If students value the library they will use it, and their use of the library can then be taken to other stake holders to show value. If students don't use it none of the rest matters.
students, faculty, administration
University administration
students
Faculty
undergraduate students
Faculty
faculty and undergrads
People who are not librarians.
university administrators
students
Too many rows for PDF export, try exporting to Word or CSV

Q11 - On a scale of 1 to 4, with one being not at all and four being completely, how useful would it be to have materials dedicated to Julie Todaro's initiative Expert in the Library?

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
Level of usefulness	1.00	4.00	2.66	0.81	0.66	96

Q12 - The ALA Libraries Transform campaign has a number of "Because" statements <http://www.ilovelibraries.org/librariestransform/> (please scroll to the bottom of the page). Has your library used or would use such a statement? Why or why not?

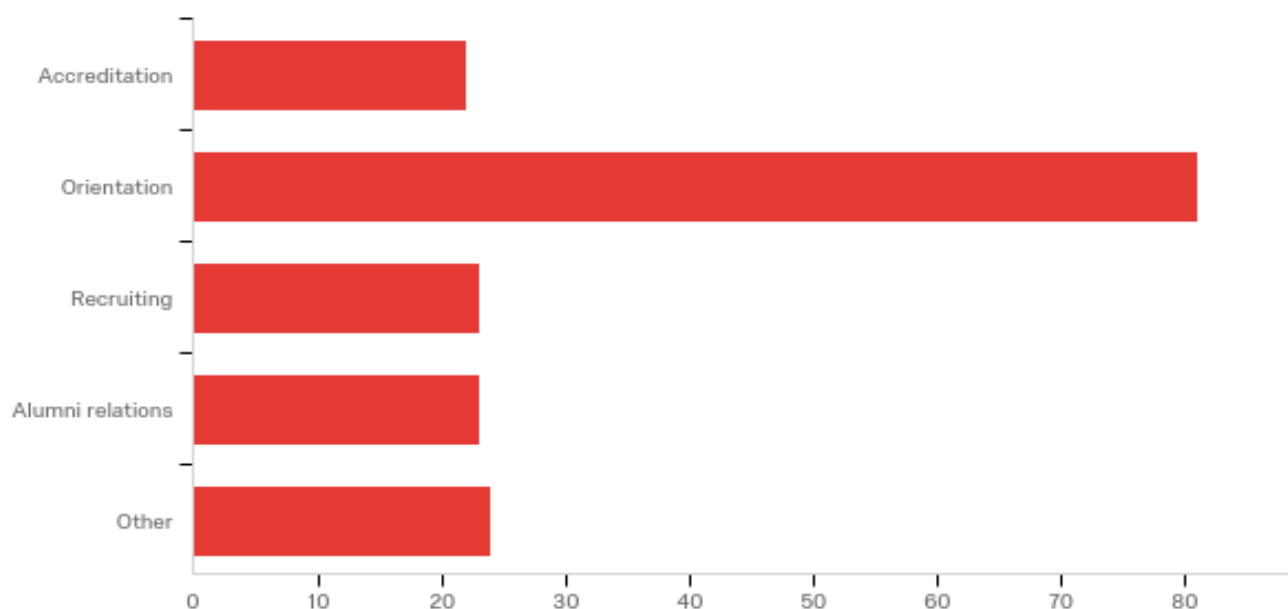
The ALA Libraries Transform campaign has a number of "Because" statements h...
No. Not aware they existed.
We have used two of the statements; As an academic library, we focus on higher education and less on children's needs
We haven't yet but we've talked about it
No...no good reason, it just hasn't floated to the top of our to-do list
Yes; in a marketing flyer to promote the library's materials.
no. unaware
Yes - with National Library week promo
No, they don't really connect with our user group.
Yes, we did use them as part of the college's Senior Day event. Area high school seniors were invited to spend the day on campus, and the library was part of the Academics and Activities Fair. At our booth, students read five of the Because statements and put a sticker on each one they felt would apply to them as they began to use a college library. It went over really well!
we have not; might but not sure this stuff would be taken seriously
No, because none of them really fit our student populations needs
We are considering it, to emphasize library services and things students might not know about us -- that you can ask us anything, not just research questions, etc.
No. These seem more public library, maybe even community college level
Yes
I have used a statement on social media during National Library Week, but I don't know how much impact it had.
No. We are focused on maintaining our current presence in a temporary space between the razing of our old building and the erection of a new student ceter we will be housed in.
We have. We have posted the statements on Facebook/Twitter and printed copies of the statements and posted in the library.
Yes, we have and will continue to use these statements
yes, we love them and want more of the academic ones
most are not relevant to academic libraries
Maybe a few. Not all are applicable to my library.
Perhaps, not sure how "sticky" these are. Catchy but not necessarily sticky.
no
No - we had to design our own because they didn't apply well to a university setting (especially not for our target

audience)
Yes, we have several of the statements posted on our entryway wall. We also held an essay contest with that as the theme.
no
not familiar
i have no idea; i'm unsure because our library lacks leadership and these strategic choices are unknown or don't exist
No, we do not have the wherewithal and particularly the librarians necessary to breathe life into any of the statements nor
We have used the ones that relate to academic libraries
used on, employers want candidates to know the difference. would select a couple of more. some not relevant to two year colleges
No
Yes- but I'd like to see more that are targeting academic libraries, specifically community college Libraries
We used a few of these for NLW 2016. We had our students and faculty create their own "because statements" which we made into a video: https://youtu.be/l8yaDkNhYGE
We haven't used one, but would not be opposed to starting to use one!
we may, they are very provocative and relatable
employer wants to know the difference between web search and research--gets to the instruction mission of the library
maybe, not sure how to use it
not yet - forgot
No. Our library director is not keen on this.
I would use as it is inspirational
We've done an interactive display asking why our patrons "love our library" for Valentine's day.
Probably would use - good thoughts
I have used those promotional materials during National Library Week. It would be great to have other ideas about how to use them.
Yes. I love these. More academic focus on some though please
Yes. The messages are simple, clear and concise.
not sure
We haven't, but we would.
I have not - but would use some of these (or create my own that are similar).
we currently have the posted in the library; could make use of an electronic format
yes
not yet
Yes we have used the statements

Individual librarians have posted them around their office space. No large scale efforts were made because of limitations of space.
Have not used, but LOVE THESE! I would use them to catch students' attention and be more relatable to Millennials.
no
yes
We plan to use some of the existing statements and develop some of our own to encourage student engagement with our people, resources and services.
We would use these
Yes! This was very well received by staff who are students, as well as librarians
Because employers want candidates....difference between web search and research. Goes to our critical thinking/info lit efforts.
Have not, but would
I purchased several of the cling posters at ALA Annual - I liked those that I felt would resonate with college students; however I don't see my favorite cling (Because not everything on the Internet is true) listed on the Libraries Transform website. I also like "Because employers want candidates who know the difference between a web search and research." I think I could really work with that one.
yes, because it makes the practicality of information lit/libraries aka "not just books"
not sure
No. Seems focused on school/public libraries
no, but now that I have read them we might use a few (many don't fit well with a college library)
probably not - it's just a bunch of statements
Haven't used them yet, may use some in the future on our website.
no, lack of awareness. Also, don't see how these statements would work in our institution.
Yes because the statements have been made to relate to relife situations which is important for engaging patrons
Yes. We have glass walls in our stairwell and we wrote many of them in dry erase during NLW.
nope, not sure
Literally none of those work for our community. Seriously.
No, we haven't. We might use the concept, but probably not the already identified "Because" statements (they seem very heavily oriented towards public libraries)
Didn't know about them
we used it. we did displays in academic buildings across campus. People didn't really respond to much to it, but it was nice.
no. just words.
Have not used them...possibly would
No. Too much work, too little time, didn't know they were there. After looking at them, don't know that they would work. Don't speak to the right audience for academic libraries.
No. We are not doing marketing. No budget or staff.
I don't think we do. I haven't seen these statements being used.

not much; geared more to public libraries and children; we are an academic library
We've used only 1; lib admin isn't engaged -- hyper-focused on spreadsheet data instead
Yes, we've used them and adapted a few of our own.
unaware of them
No
No...I'm not a fan
We have not used them, but I would like them and I would suggest it to my library if more of the statements were academic library focused.
Yes, and would like more materials developed using these statements
We have used them and I would like more
No - because it's public library oriented
Would possibly use...concisely put
no - didn't know they existed
No
No--seem more geared toward public and school libraries. Not sufficiently tailored to our school and programs.
Yes. We've used them for problem solving statements or to articulate what, why and how of our services.
don't know
Unsure
Yes - I love them!
Too many rows for PDF export, try exporting to Word or CSV

Q13 - Are there certain events and/or programs on your campus/within your community that would benefit from this campaign? Please check all that apply:



#	Answer	%	Count
1	Accreditation	22.00%	22
2	Orientation	81.00%	81
3	Recruiting	23.00%	23
4	Alumni relations	23.00%	23
5	Other	24.00%	24
	Total	100%	100

Other

Other
donors
Persistence and Retention
student academic success programs
possible library use by faculty/students
Awarenesss

retention/student success
teaching
Current students in the library
Faculty and staff events - boost morale and share what is great about the campus and the library
Retention
Information Literacy, Research
teaching/learning process
Development (fundraising) to demonstrate marketing to/engagement with/support of undergraduate students, which is of particular interest to donors.
Funders need to have this info (trustees, boards, etc)
retention; library programming
none that I can see
Reaching out to students; students who are parents - we just started a children's collection for those students to encourage reading to their children
it would be great if accreditors required deans to hire people who actually have a MLIS degree for jobs that have the word Librarian in the title
question only allows one answer...basically orientation and recruiting...not sure how this would apply to accreditation
Recruitment and Orientation (it would only let me select one!)
National Library Week
First Year Experience
admissions
Unsure

Q14 - Are there any additional issues or questions you would like the taskforce to consider?

Are there any additional issues or questions you would like the taskforce t...
I guess I am more interested in assessment results to share.
No
Great initiative - keep it going and be certain to give some focus to community colleges.
This initiative is much too far divorced from the reality of our current situation
remember that community colleges search a much wider range of students than 4-yr universities.
Marketing the library to upper administration who don't know a lot about libraries and who do not seem to care.
Explain in other terms what this means: Julie Todaro's initiative Expert in the Library
Thank you for providing this valuable resource. I appreciate what the taskforce is doing to help libraries who have very limited access to marketing materials.
No
A focus on community college libraries.
no
"Because some students want to learn beyond the syllabus."
Faculty/library collaboration
How to strike the right tone in messaging directed at digital natives who feel more inclined to help themselves rather than seek help from others who aren't their peers.
this doesn't seem to address why students are hard to reach more ads don't really seem to be useful
nothing works for everyone
Please let people know that ACRL's position on accreditation has been a disaster. ACRL's recommendation to remove library standards and integrate info lit through the standards doesn't reflect the facts on the ground and, if not rectified, will hasten the perceptions that academic libraries are approaching irrelevance. We know this isn't true and our primary goal is a full frontal PR assault about the shifting role of libraries, but we're hearing that accreditors don't talk to librarians anymore because there's no library standard. I know ACRL is in full support of this shift and it's a disaster.
deans shouldn't be allowed to hire "librarians" who have never been to library school. what message does that send?
Telling others how great librarians are won't help if we continue to hire non-MLIS people to do librarians' jobs and promote this within our own profession. Need to promote the MLIS.
Not at this time
make the "expert" documents open access so library employees can aspire to be leaders
Featured libraries or speakers that have used this theme as part of a webinar (at the academic level); more free handouts/materials would be great.
Think about the metrics of impact we are being asked to provide...how can marketing tap into those to tell our story?
No.
No

Guest Editorial

Advancing an Open Ethos with Open Peer Review

Emily Ford*

Open source. Open access. Open data. Open notebooks. Open government. Open educational resources. Open access workflows. To be open is to have a disposition favoring transparent and collaborative efforts.

Open is everywhere. Since the late 90's when developers in Silicon Valley adopted the term 'open source' (suggested by Christine Peterson), the open movement has grown by leaps and bounds. The developers, who met after the web browser company Netscape made its source code open, articulated that 'open' "...illustrated a valuable way to engage with potential software users and developers, and convince them to create and improve source code by participating in an engaged community."¹ It also separated 'open source' "...from the philosophically- and politically-focused label 'free software.'"²

An ethos of openness pervades each open movement. Transparency, collaboration, and sharing and remixing knowledge are valued in the open ethos. Similarly, community engagement is a foundation of it, which is mirrored in open access (OA)—a movement in which we library workers are strong community members. In this community, we advocate for access to scholarship free of paywalls and licensing restrictions. We educate and advocate regarding authors' rights, facilitate the creation and publication of open educational resources, and do so much more. We know that our efforts in this regard facilitate and make room for broader and more equitable community engagement with scholarly research outputs.

This open ethos can expand—and has expanded—to peer review. Increasingly, scholarly communities have moved to open up peer review, and their publications have implemented open peer review (OPR) processes. OPR has been the subject of scholarly research and debate. But what does opening the peer review process do? What could it mean for LIS publishing? In my view, OPR allows for and supports transparent scholarly conversations, improves and enhances collaboration and research, and exposes and alleviates problems endemic in blinded peer review processes. Moreover, OPR is in line with and advances practical adoption of our professional values of transparency and collaboration—what is essentially our open ethos.

The definition of OPR is not cut and dry,^{3,4} due to the multitude of scholarly communities with differing approaches to research, dissemination of scholarship, and needs. In fact, early exploration of open review by Kathleen Fitzpatrick and Avi Santo outlines the need for open review to be formed by each community adopting it.⁵ However, for purposes of this editorial, a functional definition is that OPR allows for the disclosure of author and referee identities to one another, and supports the publication of referee reports and author responses on the open web.

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The remainder of this editorial discusses the purpose of peer review, presents an example and provides arguments in favor of OPR, and ends with recommended actions that will help to expand an open ethos in LIS that includes OPR.

Why Do We Peer Review?

One of the fundamental questions surfaced by OPR is, “why do we peer-review? What purpose does it serve?” Broadly, peer review aims to ensure the quality and validity of scientific and academic research, as well as remark on its novelty and impact. Blind and double-blind review reinforce this approach, yet there exist persistent and endemic problems to blind review—long wait times between submission, review, and publication; potential reviewer abuse of authors and lack of reviewer accountability; hidden labor of reviewing and editing; submission quality; and the misnomer of ‘blind’ processes when many scholars and referees may be able to identify one another by their research topics and approaches.⁶ Blind and double-blind approaches to peer review can serve to validate and codify a myopic view of academic library workers as scientists, who individually achieve great discovery and create knowledge in elite and opaque silos. In this view scientific evidence is the almighty power reigning supreme over the evaluation of scholarly works.

But library workers are not scientists. Librarianship is a profession of humanistic practice. Libraries, library workers, and library users exist in a world replete with social contexts; none of us are free from bias, -isms, and society’s political, institutional, and social influences. We attempt to base our collection development practices on evidence and to provide balanced perspectives and information to patrons. Yet, despite our best efforts, these activities will always be influenced by external sociopolitical contexts and our own selection bias. As I tell students, everything is biased. The way I see it, library practice, scholarship, and evaluation thereof should be largely informed by social constructivism.

In addition to serving as a validation and quality control mechanism, peer review can serve multiple and differing purposes. It can be a developmental process, providing a venue for referees and authors to engage in dialogue and to collaboratively develop ideas and research. A few LIS publications already utilize a developmental approach to review. *portal: Libraries and the Academy*, a double-blind peer-reviewed journal, has integrated developmental support in its review process. At *portal*, referees are explicitly asked to indicate when they feel authors could benefit from the appointment of a mentor to assist in shepherding their worthy idea into a quality submission.⁷ Similarly, *In the Library with the Lead Pipe* articulates development in their OPR process, “Our open peer review system is designed to ensure articles are well written and based on sound evidence; it is also designed to support authors in writing the best article they possibly can, whilst retaining their own voice.”⁸ *Code4Lib Journal*, too, collaboratively approaches its editorial review process, stressing the development of ideas and research.⁹ These examples provide evidence that portions of the LIS community already embrace developmental and supportive review.

An Example of OPR: *F1000Research*

Before I begin to further unpack the argument for OPR, it is necessary for readers to understand at least one example of it. I would like to offer *F1000Research*¹⁰—an open access life sciences mega-journal from Faculty of 1000—as this example. *F1000Research* is indexed in DOAJ and is a member of COPE, the Committee on Publication Ethics. As you read this description below, it is important to understand that *F1000Research* is but one implementation of OPR, and OPR can be implemented and adopted in many differing ways.

F1000Research publishes biomedical and life sciences scholarship including case reports, clinical practice articles, commentary, correspondence, data articles, method articles, opinion articles, research articles, reviews, short research articles, study protocols, systematic reviews, thought experiments, and web tools. Authors publishing in *F1000Research* pay article processing charges. The publication and refereeing process at *F1000Research* is analogous to ‘flipping the classroom’ in instruction; submissions are published prior to peer-review. When an article is submitted to *F1000Research*, it undergoes a brief editorial review for readability, plagiarism, etc. and is then published on the website with a designation of “awaiting peer review.” Then the refereeing process begins. Referees at *F1000Research* review published submissions for research quality and scientific soundness using guidelines specific to submission type. Referees are asked to omit judgements of research novelty or impact from their referee process (much like *PLoS One*). Submitted referee reports include one of three public recommendations: approved, approved with reservations, or not approved.

Referee reports, with referee names and affiliations, are published alongside the publication, and include their own formatted citations. Additionally, community members, who are not designated referees, may publicly comment on articles and referee reports. Once an article receives two approved recommendations, or two approved with reservations recommendations and one approved recommendation, the publication is indexed in databases such as PubMed and Scopus. Authors are encouraged to respond to referee reports as well as revise and resubmit articles. Both article versions and referee reports remain hosted on the publication platform, and CrossRef’s® CrossMark product tracks article versioning. Recommendation citations also provide for peer-review information, such as in the case of the following citation:

Giordan M, Csikasz-Nagy A, Collings AM and Vaggi F. The effects of an editor serving as one of the reviewers during the peer-review process [version 2; referees: 2 approved, 1 approved with reservations]. *F1000Research* 2016, 5:683 (doi: 10.12688/f1000research.8452.2)

F1000Research’s transparent review process addresses several problems with blind and double-blind peer review. Time between article submission to publication is minimal, reviewers remain accountable for their comments and potential bias in their reviews are exposed, referees’ labor and scholarly contributions are acknowledged, and community participation enables for collaborative development of ideas and continuation of scholarly conversations. It is one model of opening up review to expand an open ethos.

Adopting OPR in LIS

Just as *F1000Research*’s implementation of OPR has diminished problems of blinded review, so, too, could OPR address these problems in LIS. Timeline between submission and publication of articles could be shortened, reviewers’ efforts in refereeing would be more visible, reviewers would remain accountable for their abuse and potential bias, and community could openly contribute to the development of ideas. Adopting OPR would improve research and amplify community engagement, a core value in our profession. OPR would help strengthen efforts to create a diverse and socially just culture of publishing and scholarly communication in LIS. Finally, OPR advances and reinforces the goals and objectives outlined in ACRL’s Plan for Excellence.

OPR Improves Research and Amplifies Community Engagement

Community engagement and human-centeredness are core values of libraries and

library workers. This has been repeatedly articulated by practitioners, library leaders, and library organizations. During his *New Librarianship* project, R. David Lankes determined the mission of librarians is "...to improve society through facilitating knowledge creation in their communities."¹¹ ACRL, too, points to a humanistic approach to academic librarianship, asserting its vision that "academic and research librarians and libraries are essential to a thriving global community of learners and scholars."¹²

In our profession, many academic library workers serve in tenure-related or other positions requiring a scholarly research agenda, yet have little-to-no training in research methodologies or navigating IRB, and are provided few financial or other job-related resources to support their success in this arena. In light of this deficit, it behooves us to approach peer review as developmental and community-based. Many researchers have argued that OPR improves the quality of research,^{13,14} and LIS would be no exception. One may question why I argue for OPR since some LIS publications, including the double-blind peer-reviewed journal *portal*, already include and value developmental review. While I admire and support *portal's* model, I contend that a more open process can expand existing collaboration and development to a broader community, allowing for a more robust scholarly conversation to unfold, and thereby improve research. In short, OPR reflects the adage, "it takes a village..."

OPR Strengthens Efforts to Create a Diverse and Socially Just Culture of Publishing and Scholarly Communication

In the *Encyclopedia of Science and Communication*, John Besley states, "At the heart of social justice concerns are questions about implicit exclusion and social power."¹⁵ No doubt in scholarly publishing implicit exclusion and social power play large roles. Journal rankings, for example, are an assertion of power, especially considering the social power achieved by academics who publish in 'high impact' journals. An article in *Nature* or *Science* can make one's career. Editors and editorial boards, too, wield great power in shaping journal priorities, policies, making publishing recommendations, and overseeing submission and review processes. Even unintentionally, editors and editorial boards may perpetuate selection bias, thereby censoring and excluding works. Social power and exclusion are an unfortunate part of the landscape of scholarly publishing, which is evidenced in the lack of diversity in the scholarly publishing landscape, to which LIS is no exception.^{16,17}

I agree with Thomas Gould, who maintains that blind peer review allows for elitism in the review process.¹⁸ Blinded review continues a cycle of exclusion, retaining the social power of scholarly publishing in the hands of the "...majority voice, which is often white and male"¹⁹ as well as those established in their own scholarly agendas and careers. On the other hand, OPR provides the opportunity to replace that elitism with an open and inclusive discourse of ideas within a community. It can provide a platform to make space for a diverse population of readers, authors, and research approaches to be present and included in the scholarly publication process. OPR can flatten hierarchies of research, where largely senior researchers review the work of their junior colleagues.²⁰ If we reflect on how to equalize and democratize the institutionalized practice of peer-review within a community, OPR is one way we can crack open the door and invite disenfranchised voices into a conversation. It is a way to make transparent potential bias, -isms, and inequalities in publishing communities.

OPR Advances and Reinforces ACRL's Plan for Excellence

The ACRL Plan for Excellence outlines four areas in its Five-Year Goals and Objectives—Value of Academic Libraries, Student Learning, Research and Scholarly Environment,

and New Roles and Changing Landscapes.²¹ Investigating and implementing OPR in library publications would support each of these goal areas. The Value of Academic Libraries expresses an objective to advance equity and inclusion issues in higher education, which I have already shown OPR can support.

OPR also contributes to Student Learning, where it can be a valuable teaching tool. Using examples of OPR processes in library instruction engages learners as they become familiar and comfortable with two threshold concepts outlined in ACRL's Framework for Information Literacy: scholarship is a conversation, and information creation as a process. In my experience, many students view scholarly publishing and communication processes as mysterious and unapproachable. In instruction, when students are invited to observe, examine, and participate in OPR, these processes become more accessible. In this way OPR provides an invitation for students to participate in scholarly conversations and in the information creation process.

Additionally, OPR explicitly supports ACRL's Research and Scholarly Environment goal to "...accelerate the transition to more open and equitable systems of scholarship." OPR implementation would increase ACRL's advocacy for and modeling of open dissemination and evaluation practices. In short, it would move "...scholarly publishing policies and practices to a more open system."

Finally, OPR addresses ACRL's New Roles and Changing Landscape objective to "expand ACRL's role as a catalyst for transformational change in higher education" by challenging and transforming the academic tradition and culture regarding peer review. By investigating and implementing OPR, library workers will engage with peer review in new ways. In turn, they will demonstrate successes in this arena to colleagues in disciplinary departments. In promotion and tenure processes, committees will need to support an individual's contributions to OPR—as referees and as authors—as legitimate and meaningful contributions to the profession.

Recommendations for Scholarly Publishing in LIS and ACRL at-large

Above I have provided my perspective on the purpose of peer review in LIS and offered reasoned arguments supporting the increased investigation and adoption of OPR in LIS. While I see great potential in OPR, I understand that it may not solely and immediately replace current scholarly review and publishing practices in our field or in other disciplines. Because our community needs to continue conversations about OPR, I have not offered models of OPR to implement, but rather call on the community to engage with these nascent conversations. We have much more to discuss and learn.²² To that end, I offer the following recommendations for library workers, libraries, readers, editors, reviewers, editorial board members, publications, ACRL, and other library organizations interested in exploring OPR.

1. Seek Out and Engage in Existing OPR Opportunities

Authors, reviewers, and readers should seek opportunities to engage in OPR by submitting their work to publications utilizing OPR, and/or volunteer their services as an open reviewer. Those serving as open reviewers should include reviews on their CVs and in their academic portfolios. Readers should use public commenting mechanisms at journals that offer it. (This journal offers that capability from any article's abstract page.) Moreover, librarians providing instruction may consider utilizing OPR publications and processes as article examples in instruction, or even develop instructional activities engaging with OPR. Bridging OPR with concepts from the Framework for Information Literacy, scholarship as a conversation and information creation as a process, can be a way for library workers to engage students with these concepts.

2. *Observe, Investigate, Discuss, and Experiment with OPR*

Editors and editorial board members should read the growing body of literature on the topic, brainstorm potential pitfalls and benefits, and discuss experimental implementations for their communities. They should review their current editorial policies, procedures, review guidelines and discuss how they might be opened up. This work has already begun at ACRL's re-envisioned monographic research series, *Publications in Librarianship*, whose editorial board is currently developing an OPR process.

3. *Advocate for and Support an Open Ethos of Scholarly Publishing*

Despite the headway that ACRL, libraries, and library workers have made in advocating for openness via OA and other initiatives, this work is not complete. Library workers should continue advocating for all things open, and expand that advocacy to include conversations about OPR. Authors may begin research with an aim to openly share their data at the conclusion of a project, and journals should encourage deposit of open data into repositories. ACRL should continue to move all ACRL publications to OA. ACRL can continue to invite public commentary on policy documents, white papers, and other association-related business in an easy, accessible, and open way.

4. *Continue Efforts to Increase Diversity, Inclusion, and Social Justice in Scholarly Publishing*

OPR can strengthen social justice, diversity, and inclusion in scholarly publishing. We should engage in this work even before implementing OPR. Journal editors and editorial boards should begin to collect demographic information from their constituencies—readers, authors, reviewers, and editorial board members. For instance, a report is forthcoming from ACRL's Publications Coordinating Committee, which has completed a demographic survey of ACRL publications' Editorial Boards.²³ Publication stakeholders should review and revise editorial and other policies, using a diversity lens. Implicit bias training should be mandatory for editors, editorial boards, and reviewers. Those who research, write, and publish, can find and submit to publication venues that have made efforts toward diversity and inclusion in their editorial policies. These practices should also be embraced and institutionalized at publications that do move to implement OPR.

Conclusion

Since the term 'open source' was coined and adopted, the open initiatives have tied community engagement to 'open.' Adopting a full expression of an open ethos in LIS will mean that we do more than advocate for and publish OA scholarship. It means more than promoting and facilitating open data at our institutions, and more than funding and publishing open educational resources. A full expression of an open ethos will include OPR implementation and acceptance by the community at large.

OPR offers vast potential for LIS. Implementing OPR would demonstrate our commitment to human-centered library practice, collaboration, and community engagement. It would allow us to make progress toward ameliorating elitism, implicit exclusion, and social power in LIS publishing and scholarship. It would afford us the opportunity to include a greater diversity of authors, editors, reviewers, readers, and research approaches in LIS publications. It amplifies collaborative and community-engaged efforts in our scholarly conversations. Finally, it positions academic libraries and library workers as innovators of scholarly publishing. Although conversations about OPR in LIS publishing are nascent, academic libraries, library workers, and ACRL's well established dedication to openness show that we are ready to take this step. I am excited to see where a full expression of an open ethos in LIS takes us.

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Board of Directors Action Form Request to Establish an ACRL Task Force

To: ACRL Board of Directors

Subject: Request to establish the ACRL Awards Review Task Force

Submitted by: Penny Beile, ACRL Awards Task Force Chair

Date submitted: June 9, 2017

Background

The Awards Task Force was charged by the ACRL Board with reviewing the awards program to see whether it meets the needs of its members and is strategically focused to make best use of ACRL resources. Through an environmental scan which included distributing two member surveys, reviewing existing awards documents, and invitations for member input, the task force is submitting nine recommendations for Board review (see the ACRL Awards Task Force Report).

The Awards Task Force further proposes that an Awards Review Task Force be appointed to implement recommendations. The charge of the task force follows. Current ACRL Awards Task Force members strongly recommend that the proposed task force be formed immediately and that future task forces be appointed at regular intervals going forward. Subsequent task forces would evaluate the impact of any recommendations implemented or current practices on the health of the awards program, conduct the next review of existing awards, and revisit the value of a standing division-level Awards Committee.

Proposed Name, Charge & Tasks

- **Proposed name:** ACRL Awards Review Task Force
- **Proposed charge:** To review the need, usefulness, and purpose of existing awards; to develop a review calendar of awards and revisit review criteria; to develop a timeline of sponsor contracts with key actions and identify responsibility for various activities related to sponsor relations and contracts; to develop training for incoming chairs on award procedures and best practices, especially as related to recruiting sponsors and strengthening sponsor relations; and to review and update unit award documents for congruence with the *ALA Awards Manual* and ACRL awards practices.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Proposed Membership

Recent past chairs of administering unit or award committees; could include past chair of an ACRL award committee and past section or award committee chairs from CJCLS, CLS, DLS, EBSS, IS, LPSS, RBMS, STS, ULS, WESS-SEES, or WGSS (sections that have awards).

Timeline for completion of work

- **Date interim report is due:** Report submitted in time for 2018 Midwinter conference review by Board.
- **Date final report is due:** Report submitted in time for 2018 Annual conference review by Board.

Stakeholders

ACRL division- and section-level leadership and awards committee chairs, and ACRL membership at large. The current task force solicited input from each group through surveys, posts to listservs, and invitation to an open forum. New task force members will represent division, section, and member interests.

Action Recommended

That the ACRL Board of Directors approves the ACRL Awards Review Task Force division-level task force with the included statement of purpose.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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ACRL Awards Task Force Report

6.2.2017

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Executive Summary with Recommendations.....	2
Environmental Scan	4
Importance of ACRL Awards Program	5
Findings	5
Existing Needs	6
Recommendations	6
Funding and Sponsorships	7
Findings	7
Monetary requirement and minimum	7
Awards without sponsors.....	8
Use of basic services funds.....	9
Existing Needs	10
Recommendations	11
New Awards and Review of Existing Awards	11
Findings	12
Who can propose / sponsor new awards	12
Criteria to expand the awards program	12
Review of existing awards	13
Existing Needs	14
Recommendations	14
ACRL Support and Award Governance	15
Findings	15
Existing Needs	16
Recommendations	16
Appendix A: Summary of Recommendations with Rationale.....	17

Executive Summary

ACRL offers three types of awards: achievement and distinguished service, research and grants, and publications. Three awards, one of which allows for multiple award winners, are given at the division level. There are 16 section awards. Of the existing awards, three are funded through endowments, ten by library vendors or businesses, and six currently lack sponsors. While the ACRL Awards program remains healthy and highly valued by membership overall, a review of the number of awards, award administration, funding and sponsorships, and award governance is warranted.

To that end, the ACRL Board charged the Awards Task Force with reviewing the ACRL awards program to see whether it meets the needs of its members and is strategically focused to make the best use of ACRL resources. The task force was specifically asked to consider:

- Should there be a monetary requirement to establish a new award? If so, is \$1,000 the appropriate amount?
- Should sections continue to be allowed to use basic services funds to pay an annual administrative fee for the management of each award?
- Who can propose new awards? Must an award be associated with a membership unit (such as a section), or can a new award be proposed and maintained by individuals or outside groups?
- Given ACRL's Plan for Excellence and the results of the membership survey giving a low priority to awards, what kind of support/resources should ACRL provide for an awards program?
- What criteria should be used in considering whether or not to expand the awards program?


Through two member surveys, examination of the status of current ACRL awards, review of existing ALA and ACRL awards documents, and invitations for member input, the task force found evidence that suggests the ACRL awards program would benefit from clearer assignment of roles and responsibilities, additional training and support for unit leadership and award committees, and more consistent review and oversight of new and existing awards. The remainder of this section includes recommended next steps to advance the ACRL awards program. A table of recommendations with supplementary rationale is located in Appendix A.

The rest of the document summarizes the task force's activities and findings relative to the charge with a focus on the importance of ACRL awards, award funding and sponsorships, establishment of new awards and on-going review of existing ones, and ACRL support and award governance.

Recommendations

The Awards Task Force recommends to the ACRL Board:

1. That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained.

- 
2. That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations.
 3. That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee.
 4. That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to \$1000 minimum, with non-cash awards exempt at this time.
 5. That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended.
 6. That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash component of an award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee.
 7. That new awards can be proposed by anyone and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support.
 8. That there be no limit imposed to the number of awards offered by an ACRL unit; that existing criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; and that upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor.
 9. That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to the administering unit, and that this work possibly be facilitated by an ad hoc review committee.

Environmental Scan

Task force members were committed to a comprehensive environmental scan that emphasized member feedback. Therefore, beyond reviewing ALA and ACRL awards documents, the task force distributed two member surveys and invited member comments at an open forum at the ALA midwinter conference and through email. The remainder of this section describes the extent of the scan.

Several ALA and ACRL awards documents were reviewed and pertinent information summarized. These included the *ACRL Awards Program* (<http://www.ala.org/acrl/awards>) website, *Chapter 12 of ACRL's Guide to Policies and Procedures* (<http://www.ala.org/acrl/resources/policies/chapter12>), the *Awards Manual of the American Library Association* (http://www.ala.org/awardsgrants/sites/ala.org/awardsgrants/files/content/awardgov/alaawardsmanual/2010_awards_manual_rev5.pdf), and awards information from other ALA divisions. Additionally, ACRL Liaison Chase Ollis provided a document which contained information and status of existing ACRL awards, such as award name, section or division award, sponsor and term of contract (if applicable), and type of award (plaque or certificate and monetary stipend).

The task force drafted and administered two surveys to solicit member feedback. The first survey was designed to investigate the importance of the ACRL awards program to its members and was sent to those who had received an award within the past five years. The award recipient survey was sent to 135 people with 29 emails returned as undeliverable for a total of 106 valid invitations. Of the 106 award recipients who received an invitation, 68 people responded, for a 64% response rate.

Award recipients were asked which award they received, and all but three awards were represented in the responses. However, seven responses did not include specific enough information to concretely identify which award they had won. By year, award recipients from 2016 had the highest response rate of 30.65% (n=19) with 2014 next highest at 19.35% (n=11) and remaining years either 17.74% (n=11) or 16.13% (n=10). Over 60% (63.08%, n=41) of respondents indicated their award recognized them personally, while 36.92% (n=24) noted their award was for their library or a component of the library.

By type of institution, 40% (n=26) of recipients were from research or special libraries, 38.46% (n=25) from four-year libraries, 18.46% (n=12) from two-year libraries, and 3.08% (n=2) were from “other” libraries. In the “other” category, one recipient indicated that at the time the award was given, she/he was working at a different type of library than they had previously worked, and another stated their institution/library was a fully online university. Respondents represent a broad range of institution types.

The second survey was developed to get feedback from section and division leadership regarding award sponsorships and funding, criteria for expanding the program, and administration and governance. This survey was sent to 110 award committee chairs and section and division leaders who had served over the past five years. Of the 110 invitations sent, eight emails were returned for a total of 102 valid invitations. Of the 102 who received an invitation, 51 responded, for a 50% response rate. Respondents were asked whether they had served as a section chair or award committee chair; 66% (n=33) indicated that they had served as section chair while 48% (n=24) had served as award committee chair. Seven individuals had served in both roles. Of the 46 people who answered the question of whether they had sought funding or

sponsorship for an award during their term, almost half (43.48%, n=20) indicated that they had, compared to 52.17% (n=24) who had not. Overall, survey respondents represent section and award committee leadership equally well, as well as experience securing funding or sponsorships.

To complete its environmental scan, the task force scheduled an open forum at the ALA 2017 midwinter conference. An announcement went to all ACRL section and selected other lists, and comments were encouraged from members who could not attend the forum. Unfortunately, the open forum was scheduled across from the ACRL President's Forum and other notable sessions, and so drew no attendance. Still, some members responded via email and those comments are included in the environmental scan. Lori Critz, Board Liaison, presented a draft of the report to the Board at the midwinter conference and Board member feedback is addressed in the report.

All survey responses are available for review; contact Penny Beile at pbeile@ucf.edu.


Importance of ACRL Awards Program

Chapter 12 of *ACRL's Guide to Policies and Procedures* notes that the purpose of the ACRL Awards Program is to recognize or assist outstanding members of the academic and research library profession. The *ACRL Awards* web site adds that the awards program "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." Responses to both surveys indicate that the program remains vitally important to those respondents.

Findings

Respondents to the award recipient survey were asked how important it is that ACRL give awards. Over 93% of this population of ACRL membership selected "extremely important" (67.19%, n=43) or "very important" (26.56%, n=17) while only 6.25% (n=4) of respondents indicated "moderately important" and no one selected slightly or not at all important. When asked how the award was meaningful to them, 66 respondents selected multiple options, with recognition of peers (96.97%, n=64) most often selected, followed by publicity generated for the library or institution (83.33%, n=55), and impact on promotion and tenure decisions (34.85%, n=23). Almost half of respondents (48.48%, n=32) went on to add other ways the award was meaningful. Most comments were centered on recognition, either for colleagues and staff associated with the achievement or recognition of

Several ACRL members appeared perplexed by the low priority accorded ACRL awards, and comments like the following appeared several times: ...if this "low priority" was the result of an "on a scale of 1 to 10 rate each item's priority to you" I don't think awards receiving a low priority rating necessarily means the membership doesn't value awards. I know I have completed numerous surveys over my 30+ years in the profession when I could only award each rating on a scale to one item (for example, I couldn't have two #1s), and I found that my #10, for example, was still something to which I would give a significant value.



faculty and campus administrators. One person remarked, “It signaled to our campus administration that our library and its staff are exceptional” while another added that the award was a lifetime achievement and “...the award plaque actually hangs in my office, diploma’s don’t.” A final comment illustrates the significance of receiving an ACRL award for one member:

I cannot possibly explain how meaningful it was to receive the award. Many of us work for years without recognition at our jobs... This award, at least for me, is something that I will always cherish, as recognition from my professional peers. I think that we need that.

When asked whether seeing the accomplishments of previous award winners was motivational, award recipients overwhelmingly responded in the affirmative. Over 90% of respondents selected “definitely yes” (61.54%, n=40) or “probably yes” (29.23%, n=19), while 9.23% (n=6) thought it “might or might not.” No one selected “probably not” or “definitely not.” Award recipients likewise thought that the accomplishments of award winners served as a standard of excellence for other academic librarians; 56.92% (n=37) selected “definitely yes” and 24.62% (n=16) “probably yes,” while 9.23% (n=6) thought it “might or might not” and one (1.54%) noted “probably not.” One person commented that as an outcome, “having the award on their radar gave them a little push to get things across the finish line.”

Award recipients also were asked how they had heard of the award announcement, and the largest number of responses indicated ACRL publications or the ACRL web site (46.03%, n=29 and 36.52%, n=23 respectively). A listserv was selected by 46.03% (n=29), an award sponsor press release by 23.81% (n=15), social media by 9.52% (n=6), and “other” by 38.10% (n=24). The responses in the “other” category mentioned knowledge of the awards because of deep involvement with ACRL or their section and communication from colleagues, supervisors, and former recipients, among others. Dissemination of award announcements appears to be comprehensive and ACRL members are aware of the awards.

Although respondents to the leadership survey generally felt like having awards was valuable for members, a few people felt that the awards were outdated or were concerned that some awards tended to favor wealthier institutions. These concerns are summed up well by the following quote: “...many of the ACRL awards are for another time and era of librarianship.” It was further noted that some awards simply “reward big libraries with lots of money to do stuff.”

Existing needs

ACRL does an excellent job of marketing the awards, sending the call for nominations, and announcing award recipients. However, a review of existing awards for relevance and diversity of institution type may be indicated. This topic is further addressed in a later section.

Recommendations

That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained.

Funding and Sponsorships

The Board specifically requested that the task force investigate whether there should be a monetary requirement to establish a new award, and if so, whether \$1,000 is the appropriate amount. The task force addressed the question of monetary requirements across the whole awards program, including existing awards as well as new awards. The Board also asked for input on whether sections should continue to be allowed to use basic services funds to pay the annual administrative fee for the management of each award. Through the environmental scan, task force members noted a substantial number of section awards without sponsorships and this also is addressed in the findings and recommendations.

Findings


Three awards that recognize Achievement and Distinguished Service are offered at the division level. Excellence in Academic Libraries is awarded to three recipients, with each receiving \$3000 plus \$3000 for travel of an ACRL official. The Academic/Research Librarian of the Year Award is funded in the amount of \$5000, while the remaining award, the Hugh C. Atkinson Memorial Award, offers a cash award funded from an endowment and split among four divisions. Division level awards range from \$3000 to \$5000 per awardee.

Achievement and Distinguished Service awards also are presented by sections. Of the twelve section awards of this type, six have recently lost sponsors. Three of the six awards are on hold pending sponsorship approval while three offer a plaque only but are currently seeking a sponsor to support a cash award. One section that lost its sponsor for a \$3000 award has given \$1000 from their operating budget the past couple of years, when the funds were available. They do not currently list a cash award on the awards page because they cannot guarantee there will be money available. Current cash awards for section Achievement and Distinguished Service range from \$750 to \$1200, with the exception of the IS Innovation Award which is sponsored in the amount of \$3000. Recently suspended awards ranged from \$1000 to \$3000.

Three section awards are dedicated to publications, of which two are given yearly and a third is awarded in odd-numbered years. All three awards offer a monetary component; two are unstated and one is for \$3000. A final research award to study abroad is funded in the amount of 2500 Euro (~\$2800 at the current exchange rate). Overall, sponsored section awards range from \$750 to \$3000, with achievement awards ranging from \$750 to \$3000 and publications and research awards in the area of \$2500 to \$3000.

Monetary requirement and minimum: Regarding a monetary requirement for awards, the *ALA Awards Manual* addresses this in the section on establishing new awards. One of the conditions for considering a new award is the monetary award to the winner, as well as a five-year commitment of funding. *ACRL Guidelines to Policies and Procedures*, Chapter 12, emphasizes the requirement for funding by stating, "All proposals for new awards must clearly indicate that the award will have financial support either from a vendor or from the establishment of an endowment."

To investigate the impact of the cash component of an award a question was included on the award recipient survey regarding institutional support for travel costs incurred to receive the award. Of the 65




responses, 29.23% (n=19) indicated their institution fully funded their travel, 20% (n=13) noted their institution partially funded their travel, and 30.77% (n=20) indicated their travel was not funded by their institution. The remaining 20% (n=13) selected “Other,” with comments ranging from the Award Sponsor came to them to those who noted that they were traveling to ALA anyway and were already funded to do so, the institution funded only one of the three co-recipients, they did not travel to receive the award due to a prior commitment, or there was no institutional affiliation to fund the travel. Of most interest, over 50% of respondents indicated their travel to receive the award was partially funded or not at all. Anecdotally, one award recipient noted she would not have been able to attend the conference to receive the award without the stipend associated with the award.

An additional question was asked to further explore aspects of the award that were meaningful beyond the cash award. While a write up in a library journal and press releases received the most support (100%, n=65), other highly regarded components included receiving a certificate or plaque (75.38%, n=49) and presentation of the award at a section or division meeting (70.77%, n=46); receiving a monetary prize was rated lower (32.31%, n=21). Several comments were made in support of overturning the monetary requirement. One person noted that all award components were meaningful to varying degrees and that getting money was icing on the cake, while another indicated that s/he did not receive a monetary component due to loss of sponsor, but the award was still very meaningful.

When asked about a monetary requirement to establish a new award or for an award that has lost funding, respondents to the leadership survey were very split on the topic. Of the 48 who responded, 37.50% (n=18) indicated that there should be a monetary requirement, 43.75% (n=21) did not agree, and 18.75% (n=9) had no opinion. Several wrote comments that they would like to see sections be allowed to offer awards without a monetary prize, including one who stated, “Money is nice but the recognition is what is important IMHO - so to require awards to have financial support can dampen the desire to recognize good librarians.” However, of those who thought there should be a minimum amount 72.22% (n=13) thought \$1,000 was an appropriate amount compared to 16.67% (n=3) who did not agree and 11.11% (n=2) who had no opinion.

Regarding a *minimum* monetary requirement, the *ALA Awards Manual* states that offices, divisions, and roundtables do not constitute ALA association-wide awards and therefore do not have to adhere to the minimum monetary amounts set by ALA. However, ACRL Chapter 12 adds, “In accordance with ALA guidelines, cash recognition awards should not be less than \$1,000.” Given that, award recipients were asked if \$1000 was an appropriate minimum amount for an award and 64.62% (n=42) responded “yes,” 9.23% (n=6) said “no,” and 26.15% (n=17) had no opinion. The six who responded “no” to the question were asked their opinion about an appropriate minimum amount and four suggested \$2,000 while one person suggested \$2500 and another noted \$300. As a large number of respondents received a \$3000 award it is difficult to draw conclusions as to whether the respondents who suggested \$2000 to \$2500 were thinking of division awards.

Awards without sponsors: When reviewing the state of award sponsorship it appears that awards that are funded by endowments and/or have the name of the sponsor in the title are more secure as far as sponsorship and funding. Of the 19 unique ACRL awards, eight are supported by an endowment and/or



have the sponsor in the name of the award, with the result that each of those awards appears to be ongoing and stable. Of the eleven remaining committees, six (over half) are seeking sponsorships or are no longer providing a cash award. Although not always the case, it appears that awards that rely on endowments or promote sponsors by naming them in the award are more stable.

A further analysis of the state of sponsorships by date and limited to section awards (division awards do not appear to be at risk of losing sponsors) reveals that of the nine awards established between 1923 and 1996, seven (78%) are still funded. Of the seven awards established since 1999, only three (43%) are still funded and two of those began in 2012 and 2015. Finally, oversight of sponsor contracts appears to be delegated to award committees, but this is not clearly defined in the division's award documentation.

This topic was explored on the leadership survey through questions related to sponsor contracts. Specifically, approximately two-thirds of respondents (65.22%, n=30) agreed that sponsors should be held to a term-defined contract compared to 17.39% (n=8) who did not agree and 17.39% (n=8) who had no opinion. Likewise, a slight majority of respondents (55.17%, n=16) thought that sponsors should be held to a three year contract, compared to 20.69% (n=6) who supported two year contracts and 6.9% (n=2) with no opinion. Respondents also were provided the opportunity to write in comments, and the 17.24% (n=5) who selected that option offered suggestions ranging from "a minimum of three years" to a rolling one year commitment, with one year's notice to terminate.


Several respondents went on to comment on the impact of sponsorship withdrawal on their respective awards. Three people acknowledged the difficulty of obtaining sponsors due to mergers and consolidation and one was especially frustrated with a sponsor pulling funding after the recipient was selected. Another person noted that the number of nominees for an award dropped after funding was lost (but acknowledged that this may be anecdotal). Losing sponsorship may present an opportunity to rethink the need, usefulness, and purpose of the award.

Use of basic services funds: The task force was asked to examine whether sections should continue to be allowed to use basic services funds to pay the annual administrative fee for the management of each award. Chapter 12 of *ACRL's Guide to Policies and Procedures*, section 12.2.3, addresses this practice by explicitly stating:

"In developing the new award proposal the unit should consider the cost of administering the award. The administrative fee for new awards is 20% of the award amount, not to exceed \$1,000. This administrative fee does not apply to Endowment Scholarships."

This practice was overwhelmingly supported by respondents to the leadership survey (87.50%, n=42), with only one person (2.08%) not in favor and five (10.42%) having no opinion. Task force members also found that awards that do not offer a cash component are not subject to the same policy, yet these awards receive the same level of ACRL support. Determining whether a section is able to financially sustain the administrative fees associated with an award should be taken into consideration by ACRL when a section applies for a new award or when existing awards are reviewed. It is likely one way to manage the number of ACRL awards.

The task force also came across an example of a section using basic service funds to fund an award and included a question on the leadership survey to seek input on this practice. Overwhelmingly, respondents




thought that sections should be allowed to pay for the cash award beyond the administrative fee (72.92%, n=35). Only one in five respondents (20.83%, n=10) thought that basic service funds should not be allowed to support a cash award and 6.25% (n=3) had no opinion. While section funds have few restraints on how they are used, one person suggested that a cap should be placed on the amount of section funds that can be used to support cash awards, and perhaps be used only in exceptional circumstances, such as when a sponsor has withdrawn support but an award recipient has already been selected.

Existing needs

Monetary requirement and minimum: Current award documents stipulate a funding requirement for new awards, yet many existing awards do not offer a cash component due to loss of sponsorship. Survey respondents and task force members were very split in their support of the existing cash award requirement and recognize that a recommendation for new awards also would impact existing awards that have lost sponsors. Without clear consensus and recognizing the need to proceed thoughtfully, implications of retaining or overturning the requirement were debated by task force members and the following pros and cons are offered. Some positive aspects to maintaining a financial component include supporting recipients to travel to the conference to receive the award and using the cash award requirement to limit the number of awards and maintain quality of the awards program. On the other hand, six awards currently do not have sponsors. If the policy is enforced, the awards would likely close. Also, based on survey comments, it appears that locating funding puts a strain/burden on section leadership. Finally, task force members suggest that if there is no monetary requirement associated with an award, sections should consider not giving awards at the conference in order to avoid the issue of awardees having to travel to the conference.

ACRL Chapter 12 aligns with the *ALA Awards Manual* regarding the minimum of \$1000 for cash recognition awards. Survey respondents and task force members likewise tended to agree. The existing awards criteria as found in ACRL Chapter 12 provides guidance on minimum cash award and may be relied upon to standardize section achievement award amounts. Section level award stipends vary widely; losing sponsorships may present an opportunity to reset the minimum.

Awards without sponsors: The part of the awards process dedicated to locating and retaining sponsors is in crisis, which gives rise to the question of how best to administer sponsorships. While section and award committee leadership turn over too quickly to ensure consistent review and oversight of sponsor terms and contracts, they may still be best at maintaining sponsor relations. Beyond this, task force members considered whether sponsors were overtaxed or if pulling support was an indication of a down economy. Either way, greater transparency and communication regarding roles and responsibilities associated with procuring sponsorship is needed. This could be addressed by drafting a master list of sponsors at the ALA level (including divisions and sections) to see who is supporting awards or access to a calendar of ACRL-level awards with contract expiration dates. Training, in the form of tip sheets, webinars, etc., on best practices related to vendor negotiations, section chair responsibilities, and processes in place for contacting vendors, also is needed.



Use of basic services funds: The use of basic services funds to support the administrative costs associated with the awards is a current practice and it is supported by survey respondents and task force members alike. The task force was surprised to find that section awards without sponsors were not subject to the same policy, yet require the same oversight and time to administer. The use of basic services funds by a section to offset the cash award after the sponsor was lost also came to the task force's attention. While allowed by ACRL and generally supported by survey respondents, task force members are concerned that this practice would not offer stability of the award and may impact the financial health of the section in the long term.

Recommendations

Monetary requirement: That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to \$1000 minimum, with non-cash awards exempt at this time.

Awards without sponsors: That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended.

Use of basic services funds: That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash component of an award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee.

New Awards and Review of Existing Awards

The Board also presented the task force with questions regarding the establishment of new awards. Specifically, the task force was asked to suggest who can propose new awards, and whether an award should be associated with a membership unit (such as a section) or if a new award can be proposed and maintained by individuals or outside groups. The Board also requested feedback on the criteria that should be used in considering whether or not to expand the awards program. As reviewing existing awards is vital to the health of the awards program and corollary to the process of expanding the number of awards, this aspect of the awards program also was examined and is included in the findings and recommendations.

Findings

Who can propose/sponsor new awards: According to the *ALA Awards Manual*, a request that a new ALA or unit award be established may come from any member or unit of the Association *or from any individual or group outside the Association* interested in the recognition and development of libraries and librarianship. ACRL's Chapter 12 awards document likewise states that any person or group inside or outside of ACRL may propose the establishment of a new ACRL award. To date, sponsors of ACRL awards have included publishers; companies providing information services, content, and technology for libraries; an online professional development organization for librarians and library staff; outside professional organizations; and endowments and ACRL section funds.

The practice of allowing outside entities to propose new awards also is supported by ACRL membership. Respondents to the awards committee and section leadership survey were asked if there should be restrictions on where funds come from and who could sponsor an award. More than half (54.17%, n=26) of the respondents selected "No," while 29.17% (n=14) chose "Yes," and 16.67% (n=8) "No Opinion." Respondents were further asked about possible sources of financial support for awards. Five possibilities were identified; endowments (100%, n=14), library vendors (100%, n=14), private individuals (78.57%, n=11), non-library professional associations (64.29%, n=9), and other (non-library) businesses (50%, n=7). Association and division documents clearly indicate that individuals or outside entities may propose new awards, yet the relationship of an award to a membership unit is not as clearly defined.

Criteria to expand the awards program: ACRL documents do not address the size of the awards program in terms of *number* of awards; however, the number of ACRL awards has proliferated over the past 25 years. (From 1923 to 1988 there were five ACRL awards. Nine new awards were established in the 1990s and an additional five have appeared since 2004.) While the *ALA Awards Manual* indicates that no limit is imposed on the number of ALA general awards and grants established, it goes on to add that it is expected the number will remain small since the prestige of existing awards may be lessened with each new award that is established.

To maintain quality and prestige (and perhaps the number) of ALA awards, criteria are carefully articulated in the *ALA Awards Manual* for establishing new awards. Such criteria include the intent and purpose of the individual or group making the proposal or donating a sum of money to be used for awards purposes, the existence of already established awards in the same or similar areas of interest, the monetary award to the winner, and a five-year commitment of funding. ACRL criteria for establishing new awards closely follow those established by ALA.

When asked about the relative importance of criteria for establishing new awards, leadership survey respondents assigned priority to the intent or purpose of the award, objective selection criteria, and availability of appropriate candidates. These were followed by written review procedure, existence of an already established award in the same area of interest, and sponsor commitment. A monetary award to the award recipient was of moderate importance, and the award's relationship to the *ACRL Plan for Excellence* of least importance. Another criterion suggested was the association between the award and the purpose or core practices of the member group. Diversity, described as the need for diverse candidates as well as assistance with recruiting a diverse pool of candidates, also emerged as a theme.

Award recipients also responded to the survey question of whether ACRL should offer more awards. When asked if ACRL should expand the number of awards beyond the current number, only 15% (n=10) of survey respondents supported adding more, 60% (n=39) had no opinion, and 12% (n=8) were against. The comments ran the spectrum - a few felt that adding more awards would result in having too many, which would make the overall group of awards less meaningful, while those in favor of adding more

Comment on how many awards a membership unit should be allowed:


The focus should be not on the number of awards *per se* but on their purpose, what is achieved - - materially and symbolically - - by creating them and whether they are closely connected to the abiding goals and values of the profession. The risk is not so much “dilution” as “trivialization.”

awards argued that with a changing profession it was necessary to create new awards recognizing emerging new directions. Examples of possible new awards included a Teaching Librarian Award, awards targeting community college or early career librarians, and special achievement awards recognizing a librarian serving an identified minority user group or who had successfully served in a non-traditional role at the institution. Several added that they would like to see less emphasis on the number of awards and more on making sure they recognized something meaningful.

The question of how many awards should a membership unit be allowed to administer also was posed to award committee chairs and section leadership. Similar to the awards recipient survey, responses ran the gamut from one per membership unit (8.33%, n=4), to two per unit (10.42%, n=5), and three per unit (14.58%, n=7). Almost one third of respondents had no opinion (31.25%, n=15) while 35.42% (n=17) opted for “other.” Of those, four wrote in “unlimited” and the remaining 14 indicated that the number of awards should be determined by the section, and perhaps be based on size of membership.

Review of existing awards: ALA and ACRL award documents are completely congruent in their policies regarding review of existing awards. Both documents state, “Each unit shall review periodically the appropriateness of its existing awards; and shall modify, eliminate, or suspend its existing award(s) and shall handle all details and expenses with respect to its award(s).” The criteria for discontinuing or suspending awards includes “withdrawal of financial support by the donor,” in addition to lack of interest in the award, terms of the award have become outdated, or there is pressure to influence selection of the winner, among others. ACRL’s Chapter 12, section 12.2.8, adds “Each award should be reviewed as part of the administering unit’s regular review process. The review should consider (a) the appropriateness of the award’s purpose and procedures, and (b) the adequacy of the funding available for the award and its administration.”

The leadership survey included two questions related to the review process; who should have responsibility and how often the review should occur. Review by division or section leadership was most strongly supported (51.22%, n=21), but a division-level ACRL Awards Committee (a new model described further in the following section) also received substantial support (31.71%, n=13). These options were followed by the individual award committee (14.63%, n=6) and ACRL staff (2.44%, n=1). Respondents most frequently opted for review every three years (60.98%, n=25), compared to every two



years (19.51%, n=8) and every year (7.32%, n=3). Five people (12.20%) selected “other” and were encouraged to elaborate, with three suggesting a five-year review period and two suggesting that the review be tied to when the sponsor needs to be contacted for renewal.

Existing needs

Who can propose/sponsor new awards: ACRL Chapter 12 explicitly states that award proposals may come from any person or group inside or outside of ACRL and this practice is generally supported by respondents to both the leadership and award recipient surveys. However, there was little to be found regarding the relation to a member unit, leading task force members to be concerned about consistency with ACRL’s mission, continuity, and potential impact on the awards program should “stand-alone” awards be allowed.

Criteria to expand the awards program: ACRL criteria for establishing new awards include intent and purpose of the group making the proposal, existence of similar awards, sponsor financial support, and a commitment of five years. These criteria were further elaborated upon by survey respondents, who assigned priority to the intent and purpose of the award, objective selection criteria, and availability of viable candidates. Relationship between the award and the administering unit and diversity in types of awards were also cited as important. In sum, survey respondents appeared to focus less on the number of new awards and more on whether they recognize new roles and the “current landscape of librarianship.” Comments as to the “meaningfulness” of new awards also are pertinent to the review of existing awards, which follows.

Review of existing awards: ACRL award documents charge the administering unit with review of its awards and this practice is generally supported by survey respondents. However, there is question as to how often review occurs and whether any awards have been discontinued due to review. Based on current practice, it appears that sections could benefit from more guidance and support on this part of the awards process, especially to initially determine when and how often review should take place (possibly on an established basis or in concert with the sponsor contract) and to establish criteria for review (possibly based on criteria used to establish the award as well as those suggested earlier in this section of the report).

Recommendations

Who can propose/sponsor new awards: That new awards can be proposed by anyone and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support.

Criteria to expand the awards program: That there be no limit imposed to the number of awards offered by an ACRL unit; that existing criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; and that

upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor.

Review of existing awards: That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to administering unit, and that this work possibly be facilitated by an ad hoc review committee. *The ad hoc review committee is expanded upon in the following section.*

ACRL Support and Award Governance


The final area of the task force report, dedicated to the question of “what kind of support/resources should ACRL provide for an awards program,” may be the most significant in terms of long-term impact on the awards program. Currently, ACRL staff handle promotional efforts, winner announcements and communication with all applicants, planning and coordinating events at the ALA Annual Conference, ordering and distributing awards and cash prizes, and making routing updates to ACRL award materials and information in preparation for the coming award season. Award committees publicize the call for nominations, review submissions and vet against award criteria, select the recipient, and complete all work plans, reports, and any requested media profiles.

Presumably, the Board asked the question to see whether the needle needed to move towards more ACRL oversight or towards more unit (division or section) administration of the awards program. However, while scanning documents and websites an additional alternative was found, and membership input was sought on the viability and potential of a division-level awards committee responsible for administering all awards and appointing selection juries.

Findings

The ACRL Awards Program website states that support and governance is currently handled by the sections and division, with support from their ACRL liaison. This model is slightly different from ALA, which has an Awards Committee that makes recommendations to the Board and ALA Council on policies and procedures. It also administers all ALA General Awards, reviews appropriateness of existing awards, makes recommendations regarding proposed new awards, and examines whether existing awards need modification, elimination, or suspension. The Committee appoints selection juries, maintains the Awards manual, and provides general guidance on procedural aspects of awards.

Two questions related to ACRL support and governance were included on the leadership survey. Regarding the level of support and resources that ACRL should dedicate to the awards program, almost half (46.34%, n=19) thought that ACRL should maintain its current level of support, compared to 17.07% (n=7) who thought ACRL should provide more support, 17.07% (n=7) who thought ACRL should reduce its level of support, and 19.81% (n=8) who had no opinion. Several people who advocated for increased support commented that more help was needed with securing sponsors while two thought ACRL should assist more with advertising and promotion. The respondents who suggested decreased support recommended that ACRL consider balancing time and money allocated to awards management with



relatively low interest and competing responsibilities, and letting section award committees handle additional duties like communicating with applicants and planning award events.

Even more disparity in responses was seen when survey takers were asked to select the model they thought best suited for maintaining the quality and consistency of ACRL awards. This item built upon the previous question by adding the ALA model of a division-level awards committee to the options of retaining the current model, shifting more responsibilities to ACRL staff, and shifting responsibilities toward award committees and section leadership. While half of respondents thought ACRL should maintain its current level of support in the previous question, 40.48% (n=17) of the same respondents suggested shifting more responsibilities back to section award committees and leadership. This option was followed by 30.95% (n=13) who supported the ALA model, 19.05% (n=8) who thought the current model worked fine, and 9.52% (n=4) who opted for shifting more responsibilities to ACRL staff. One person suggested that efforts would be streamlined if the division moved toward an ACRL award committee, another strongly supported ACRL-provided training about the awards process should the current model be retained, and yet another mentioned the value of giving sections autonomy but also acknowledging that a more centralized model might relieve work for everyone involved.

Existing needs

No clear preference was found among membership regarding the level of support and services that ACRL should dedicate to the awards process when given the options of increasing ACRL support, shifting more responsibility to the sections, or implementing a division-level Awards Committee. Yet, parts of the awards process require attention, especially in the areas of procuring funding and critically reviewing existing awards for relevance and purpose. Task force members believe that these issues, uncovered in the course of conducting our environmental scan and preparing this report, must be remedied for the on-going health of the awards program and to ensure that it continues to meet the needs of its members.

Recommendations

That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations.

That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee.

Appendix A: Summary of Recommendations with Rationale

Recommendation	Rationale
<p>(Addresses importance and model)</p> <p>1. That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained.</p>	<p>Importance of awards: 93% of award recipient survey respondents indicated awards were extremely or very important; no one selected slightly or not important.</p> <p>ACRL support: 46% of leadership survey respondents want to maintain current level of support, compared to 17% who preferred that ACRL increase support and 17% who selected less support.</p> <p>Division level awards committee model: 40% of leadership survey respondents opted to have award committees assume more responsibilities, compared to 19% who thought the current model good, and 10% who wanted to shift more responsibilities to ACRL staff; 31% favored a standing division-level awards committee.</p>
<p>(Addresses ad hoc review committee/purpose)</p> <p>2. That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations.</p>	<p>While task force members suggest retaining the current model, at least for the immediate future, we feel strongly that an interim committee is needed to strengthen administration of the awards program by providing training and information regarding disparate responsibilities and processes associated with awards. This committee also would serve as an initial review committee for all ACRL awards and would ensure that all ACRL awards documents and information are consistent across platforms.</p>
<p>(Addresses future review committee's role)</p> <p>3. That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee.</p>	<p>Task force members base this recommendation on the observed need to continue to provide division-level oversight of the award administration process, especially in the areas of serving as review unit for existing awards; ensuring that standards are applied; and revisiting or suggesting additional recommendations over time. An ad hoc committee has the ability to take a long-term, big-picture view while it may be difficult for individual award committees to see beyond the merits or status of their own awards.</p>

<p>(Addresses monetary requirement for new awards)</p> <p>4. That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to \$1000 minimum, with cash awards exempt at this time.</p>	<p>Funding for new awards: leadership survey respondents were very split, with 37% wanting to require funding, 44% in opposition, and 19% with no opinion. Task force members feel that new awards should be held to terms and standards necessary to maintain a strong awards program, yet are reluctant to enforce the current monetary requirement as it is entwined with existing awards without sponsors; a strong recommendation on one impacts the other. Review of this practice by a future ad hoc committee is further suggested; see recommendation #5.</p> <p>Award minimum: Award recipient survey respondents support this with 65% agreeing with a minimum of \$1000, 9% who did not agree, and 26% with no opinion.</p>
<p>(Addresses monetary requirement for existing awards)</p> <p>5. That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended.</p>	<p>Award recipient survey respondents indicated that the monetary component was of least importance when ranking aspects of the award that were most meaningful to them. Further, with the current large number of awards without sponsors, requiring sponsorship at this time may negatively impact the number of awards and throw the awards program overall into disarray.</p>
<p>(Addresses use of basic services funds)</p> <p>6. That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee.</p>	<p>Use of basic services funds for administrative fees was overwhelmingly supported by leadership survey respondents: 88% yes, 2% no, 10% no opinion. Task force members felt that requiring the use of basic services funds to offset administrative support of non-cash awards would likely be one way to manage the number of awards. It is further suggested that the ad hoc review committee determine whether to require an awards committee to commit to use of funds for three award cycles. Leadership survey respondents also supported the use of basic services funds for the monetary award: 73% yes, 21% no, 6% no opinion.</p>

<p>(Addresses who can propose new awards and relationship to member unit)</p> <p>7. That new awards can be proposed by anyone, and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support.</p>	<p>The practice of allowing awards to be proposed by anyone is congruent with ACRL awards documents. Further, 54% of leadership survey respondents agreed, compared to 29% who didn't agree, and 17% that had no opinion. Regarding the recommendation to provide no support to awards not associated with a member unit, task force members believe that this is reasonable based on the amount of work that goes into administering an award and that it may not have been reviewed and approved by ACRL and the administering unit.</p>
<p>(Addresses criteria to expand the awards program)</p> <p>8. That there be no limit imposed to the number of awards offered by an ACRL unit; that criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; that upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor.</p>	<p>ACRL imposes no limit on the number of awards and relies on existing criteria to vet proposals. Yet, current criteria could be strengthened and reviewed at the division level for overlap, diversity, and relation to mission or core practices of unit. Requiring a term-defined contract was supported by leadership survey respondents: 65% agreed, 17% didn't, and 17% had no opinion. Of those who agreed, most preferred a contract that governs three award cycles. The procedure for reviewing awards can be found in the Chapter 12 document, but the task force found no evidence that it is being systematically adhered to at the section or division level.</p>
<p>(Addresses review of existing awards)</p> <p>9. That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to the administering unit, and that this work possibly be facilitated by an ad hoc review committee.</p>	<p>Task force members found that although there is documentation requiring administering units to conduct reviews of their own awards, there is no evidence that this procedure is being followed. This recommendation gives responsibility to the ad hoc committee; should an ad hoc committee not be formed, then responsibility should be allocated to ACRL to coordinate a division-wide review of all ACRL awards.</p>

Chapter 12: Awards

[12.1 Awards purpose and types](#)

[12.2 Awards program description](#)

[12.2.1 Procedures](#)

[12.2.2 Establishing new awards](#)

[12.2.3 Administrative Fees](#)

[12.2.4 Steps for preparing an award proposal](#)

[12.2.5 "One-time" awards](#)

[12.2.6 Special Presidential Recognition award](#)

[12.2.7 Suspending or discontinuing awards](#)

[12.2.8 Reviewing awards](#)

[12.3 Scholarships for Spectrum Scholars](#)

[12.4 Awards calendar](#)

[12.5 ACRL awards list](#)

12.1 Awards purpose and types

The purpose of the [ACRL Awards Program](#) is to recognize or assist outstanding members of the academic and research library profession. There are three basic types of ACRL awards: achievement and distinguished service, research/travel grants and publications. Achievement and distinguished service awards are intended to honor academic and research librarians for significant past achievements, such as publications, program development, or general leadership in the profession. Such awards include a citation, and may also involve a cash award. Research and travel awards, normally in the form of grants, can also recognize past achievements, but their main purpose is to assist academic and research librarians in completing a research project, usually relating to some aspect of academic or research librarianship. Publication awards are given for outstanding articles, bibliographies, catalogs, etc. ACRL awards are made to either individuals or groups. Depending upon the terms of the award, recipients need not be members of ACRL. All ACRL awards conform to the guidelines contained in the Awards Manual of the American Library Association.

12.2 Awards program description

12.2.1 Procedures

Selection of recipients for ACRL awards is normally made in closed session at the Midwinter Meeting by juries specially appointed by the administering unit. For purposes of continuity, it is useful to appoint jury members for multiyear, overlapping terms. Awards are announced after the

Midwinter Meeting and are presented at the Annual Conference. All ACRL awards presented are announced in C&RL News.

All ACRL award procedures stipulate that juries are not compelled to make awards in years when suitable candidates have not been found.

12.2.2 Establishing new awards

Any person or group inside or outside of ACRL may propose the establishment of a new ACRL award. The number of ACRL awards should remain limited, however, to ensure that the prestige of the awards is not diluted. For similar reasons, care should be taken to make certain that the purpose or criteria of awards do not overlap. If an award is not associated with a member unit, or has not been reviewed and approved by the ACRL Board, it is not considered an ACRL award and therefore receives no ACRL support.

In accordance with ALA guidelines, cash recognition awards should not be less than \$1,000. Administering units should also make every effort to ensure that endowments provided by donors are adequate to sustain the award for at least five years.

ALA awards are of four types. Effective 1995, the minimum amounts are as follows:

- Grants - \$10,000
- Recognition - \$5,000
- Scholarships - \$3,000
- Conference Sponsorships - \$1,000

ACRL awards do not have to adhere to the minimum monetary requirements established by ALA, however some consistency is valuable. Therefore, recognition awards that have a cash component should not be less than \$1,000. Administering units also should make every effort to ensure that endowments provided by donors are adequate to sustain the award for at least five years.

"All proposals for new awards must clearly indicate that the award will have financial support either from a vendor or from the establishment of an endowment. All proposals for new awards must clearly indicate terms of the funding model (no cash award, cash award from section budget, cash award from sponsor, etc.). Recurring funding for an award must include an amount to cover the costs of the award's administration. This administrative funding will be used for such purposes as publicity and reimbursement of ACRL staff time. The amount of administrative funding needed for an award shall be determined in consultation with ACRL staff prior to the establishment of the award. After establishment of the award, staff will annually adjust the administrative fee in consultation with the award vendor." (Source: ACRL Board, January 1993)

12.2.3 Administrative Fees

In developing the new award proposal the unit should consider the cost of administering the award. The administrative fee for new awards is 20% of the award amount, with a minimum of

Commented [PB1]: While the task force is in favor of a \$1000 minimum, I'm not sure that this is still listed in the most recent ALA Awards Manual. See <http://www.ala.org/awardsgrants/awards-manual>
As noted in this paragraph, the Manual does state that \$1,000 is the minimum for the Conference Sponsorships type of award, but also states: **Offices, Divisions, and Roundtables are not ALA association-wide awards and do not have to adhere to the minimum monetary amounts.**

Commented [PB2]: This sentence accommodates the decision of no longer requiring a monetary component for an award, should the Board adopt this recommendation,

Commented [PB3]: Two issues to address with this sentence: first, the requirement of financial support... if ACRL chooses to waive this requirement then the sentence would need to be modified. Second, if the award will have financial support, the qualification of "either from a vendor or from the establishment of an endowment" should be deleted or expanded. Current practice includes vendors and endowments, but also a professional development organization, ACRL section funds, etc.

Commented [PB4]: Is this being done? It's over 20 years old... time to change or delete?

\$200 and not to exceed \$1,000. The minimum administrative fee of \$200 also applies to awards that do not offer a cash component. This administrative fee does not apply to Endowment Scholarships.

Commented [PB5]: This offsets cost to ACRL to administer award and demonstrates a commitment on the part of the administering unit – and may help limit the number of awards offered by the unit.

The purpose of the administrative fee shall be to pay for:

- costs of preparation, printing, and distribution of award criteria and nomination forms
- costs for preparing appropriate citations and/or plaques
- publicity and promotion of the award
- expenses for the award presentation ceremonies

~~All proposed ACRL awards are reviewed by ACRL staff and are approved by (a) the ACRL Board and (b) the ALA Awards Committee. Recommendations for the establishment of ACRL awards should be submitted to the ACRL Board and, if approved, to the ALA Awards Committee.~~

12.2.4 Steps for preparing an award proposal

All proposed ACRL awards are reviewed by ACRL staff and are approved by (a) the ACRL Board and (b) the ALA Awards Committee. Recommendations for the establishment of ACRL awards should be submitted to the ACRL Board and, if approved, to the ALA Awards Committee. Proposals must be approved by the administering unit prior to adoption.

Proposals for new ACRL awards are to be submitted in writing in the form set forth below.

1. **Name of Award**
2. **Definition, Purpose and Criteria:** Specify the person(s) or group(s) eligible to receive the award, the purpose(s) for which the award will be given, and a brief outline of the criteria to be followed in selecting a winner.
3. **Number and Frequency of Award:** Designate the number of possible recipients at any one time and the frequency with which the award is to be presented. State that if a suitable candidate is not found, the award will not be presented that year.
4. **Selection of Jury to Administer the Award:** Indicate the person who appoints the committee to administer the award; what, if any, particular group or groups from which the juries will be chosen; the number of jury members and any special qualifications needed by the jury members.
5. **Deadline for Nomination of Candidates:** Specify the date nominations are due and the form that nominations will take, e.g., a statement of outstanding contributions, etc. The dates of the Midwinter Meeting affect the date nominations are due. Unless otherwise specified the deadline for nominations should be the first Friday in December.
6. **Screening of Candidates and Recommendations:** Indicate the process to be used in determining the award recipient.
7. **Presentation of the Award:** Specify dates for the announcement and presentation of the award.
8. **Form and/or Type of Award:** Designate the form and/or type of award to be given. (e.g. cash, citation, medal, etc.)

Commented [PB6]: No changes suggested, but this item – and the following one - suggests that the award does not have to include a cash component.

9. **Donor:** Specify the individual, group, institution, etc. who will provide funds for both any cash award to be given and the administrative expenses incurred. [Donors will be held to a term-defined contract, when applicable. \(ACRL staff may want to expound on this... for example, noting who makes contact with the donor and/or negotiates terms of the contract.\)](#)
10. **Contact Person:** Name, address, and telephone number, fax or e-mail.
- ~~10-11.~~ **Evaluation and Review:** Plans for evaluating effectiveness of the award and review cycle.

Commented [PB7]: This step is included in the ALA Awards Manual list.

12.2.5 "One-time" awards

Units may also want to consider the use of "one-time awards." One-time awards are designed to recognize exceptional achievement or outstanding contributions; to celebrate a special milestone or anniversary; or to show appreciation. A unit interested in offering a one-time award should prepare a proposal (reviewed by staff) for the ACRL Board that includes the following information: purpose or goal; submission or nominating procedures and deadlines; criteria for selection; award source or sponsor; promotion plan; selection process; award ceremony timing and location; publicity plan; and budget. These one-time awards do not need to be approved by the ALA Awards Committee.

Sections or Interest Groups considering the establishment of new awards should discuss their plans, if possible, with the Communities of Practice in order to learn from the experience of other units and to ensure that there is no overlap with awards already being presented.

12.2.6 Special Presidential Recognition award

Rationale

ACRL offers many ways to recognize individuals who perform outstanding services to the profession or association. However, except for the [Academic/Research Librarian of the Year Award](#), other awards are for specialized areas of service or activities, e.g., [Miriam Dudley Instruction Librarian Award](#). The Special Presidential Recognition award recognizes transformational efforts and is not limited to activity in a specialized area.

Special Presidential Recognition will only be made when warranted. There should be no expectation for an annual award, nor should every President feel encumbered to bestow such recognition. This special recognition is reserved for individuals whose contribution is extraordinarily compelling. There is no limit on the number of recognitions to be made, but it is anticipated that recognitions will be exceptional and infrequent.

Purpose

The Special Presidential Recognition highlights excellence among members of ACRL who have provided outstanding service to the association and profession of academic librarianship. Among the possible criteria for the Recognition:

- Transformational impact on the association and/or profession.
- Strategic and compelling advancement of the association and the profession.

- Exemplary or innovative programming or service.
- Levels of effort well beyond normal volunteer commitment and leadership

Procedure

- Nominations from the Board may be made to the ACRL President at any time.
- It is the President's prerogative to move nominations forward to the Board.
- The Board approves any nominations.
- Recognition may be made at any time deemed appropriate by the President; any reception or ceremony is likewise at the President's discretion.
- The Recognition may consist of a plaque, letter, or object of recognition (vase, bowl, obelisk, etc.). No monetary award will be connected with the Recognition.
- Special Presidential Recognition will be listed among the President's responsibilities.

12.2.7 Suspending or discontinuing awards

ACRL awards may be discontinued or suspended for any of the following reasons:

- General lack of interest in the award as shown by the failure of a jury to receive any nominations or applications for the award for three consecutive years.
- Inability of three consecutive juries to make a selection of a winner because the terms of the award are unworkable, impractical, or outdated.
- Continuing pressure brought to bear on a jury to influence the selection of a winner.
- ~~Withdrawal of financial support by the donor.~~
- Any other reasons deemed appropriate by the ACRL Board.

In the event a donor withdraws financial support for an award the administering unit will conduct an immediate review of the award and present to the Board a recommendation to continue or suspend the award. If the recommendation is to continue, the administering unit must provide clear terms as to how lack of sponsorship will likely impact the award and/or the unit.

A recommendation to discontinue or suspend an ACRL award is made to the ACRL Board by the unit administering the award or a divisional award committee. Upon the approval of the ACRL Board, the recommendation is presented to the ALA Awards Committee for action.

If an award is discontinued or suspended for one of the reasons stated above, a statement indicating one of the following reasons should be received by the Staff Liaison, or the chair of a divisional award committee, or the appropriate section chair.

1. A letter from the donor indicating the reason for discontinuation of the award, preferably six months to one year prior to discontinuation.
2. If applicable, a letter from the estate of a personal donor in the event of death indicating procedures for the continuation or discontinuation of the award.
3. A letter from the unit indicating the reason for discontinuation and the effective date, preferably six months to one year prior to discontinuation.

Commented [PB8]: 12.2.7 and 12.2.8 would do well to have a calendar and assignment of responsibility (ACRL staff, ACRL Board, administering unit) similar to 12.4 Awards Calendar. I don't know if that needs to be part of Chapter 12, though... Something for the Awards Review Task Force to comment on?

12.2.8 Reviewing awards

Each award should be reviewed as part of the administering unit's regular review process, with review's occurring at least every three years. The review should consider but not be limited to (a) the appropriateness of the award's purpose and procedures, ~~and~~ (b) the adequacy of the funding available for the award and its administration, (c) criteria used to establish the award, and (d) criteria suggested for suspending or discontinuing awards (see 12.2.7).

Commented [PB9]: This is explicitly stated in the ALA Awards Manual; under the Responsibility of the Awards Committee, the Manual further recommends that review takes place at least every three years. Also, three years could be the period set for the establishment of each future award review task forces.

12.3 Scholarships for Spectrum Scholars

Some years ACRL is able to offer scholarships for the National Conference to Spectrum Scholars who are currently in library school and who have expressed an interest in academic libraries. The scholarships consist of complimentary conference registration and a travel stipend. The ACRL Board decides whether or not to offer a scholarship program prior to each National Conference.

12.4 Awards calendar

SEPTEMBER

- Press releases announcing the awards are distributed via the [Public Awareness Office \(PAO\)](#)
- Press releases announcing new awards and updated award info is distributed via PAO
- Letter of nomination solicitation to previous recipients of the Hugh C. Atkinson Memorial Award and the Academic/Research Librarian of the Year Award
- Schedule Midwinter and Annual Conference meetings

OCTOBER

- Approaching deadline communicated to award committee chairs

NOVEMBER

- Award applicants acknowledged
- Award applications and nominations processed

DECEMBER

- Award application/nomination deadline: first Friday in December
- Award nominations e-mailed to divisional award committee members
- Section award chairs receive nominations and distribute to committee members
- Section award committees must notify ACRL of the number of applicants within one week of deadline
- Award media profile form and instructions e-mailed to award committee chairs

JANUARY

- Award committees meet to discuss and select award recipients at Midwinter
- Award committee chairs reminded to complete media profile forms by the Tuesday of Midwinter and copy ACRL on all correspondence
- Chair notifies appropriate parties of committee decision (confidential note) immediately during Midwinter
- Award committees complete publicity worksheet detailing all promotional efforts

FEBRUARY

- ACRL sends letters to award recipients, nominees, and nominating parties:
 - Congratulations from ACRL president and ACRL Executive Director to awardees
 - Letters of regret to unsuccessful candidates and nominating parties
- Previous WESS-SEES grant recipient reminded that report is due
- Press releases on award recipients prepared
- All awards previous recipients lists updated
- Copy for March/April issue of *C&RL News* announcing award winners prepared
- Award committee chairs reminded to send photos for award winners

MARCH

- Winners announced on ACRL Insider and ACRL Update
- W-9's requested from recipients of cash awards and forward the appropriate vendor/sponsor
- WESS-SEES report forwarded to Executive Director
- Press release to ALA Public Awareness Office announcing award winners
- Articles appear in March issue of *C&RL News* announcing award winners
- Send press releases to media outlets specified by each award winner

APRIL

- Order awards plaques and certificates; checks for award winners requested
- Committee chairs of type-of-libraries sections reminded of responsibility to Academic/Research Librarian of the Year Committee
- Plans for awards programs, receptions, and ceremonies at Annual Conference completed
- Staff contact sponsors regarding attendance details, plaque and check commitments, and bill for administrative fee
- Award flyers e-mailed to awards committee chairs for informational update/review - Must have changes completed by May 1

MAY

- Award flyers for Annual Conference updated
- Award ceremony attendance, vendor representation, and award recipients determined and all parties notified of date/time/place of award ceremonies

- Award flyers e-mailed to committee chairs for distribution

JUNE

- Awards ceremonies conducted
- Award checks, plaques, and citations distributed to chairs

JULY/AUGUST

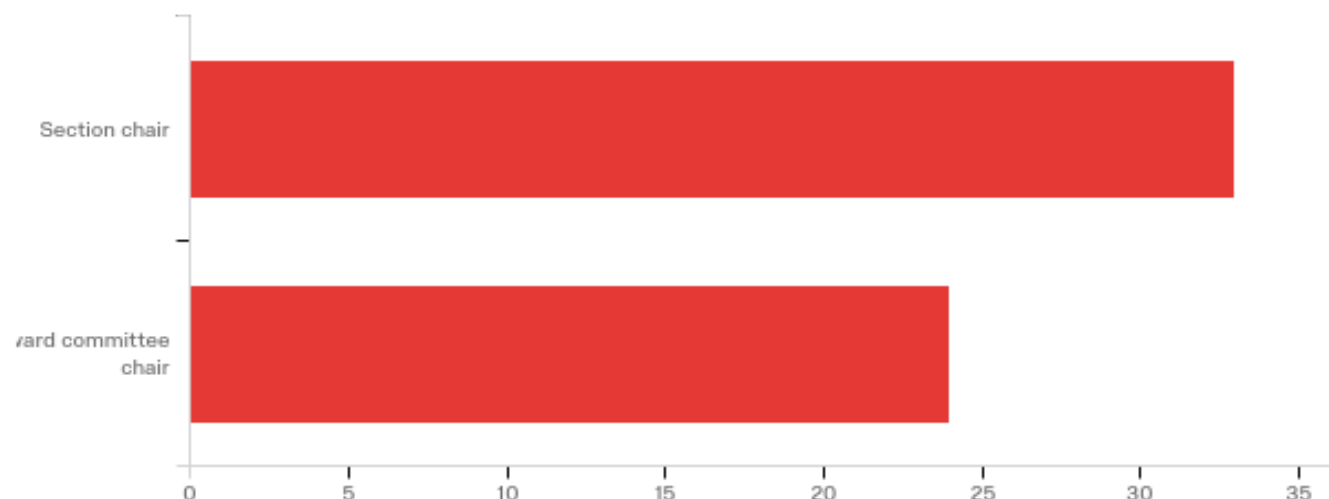
- "Call for nomination" press releases drafted for announcement through ALA Public Awareness Office
- Award announcement for September issue of *C&RL News* prepared
- New award information posted and updated on [ACRL awards Web page](#)
- Memorandum drafted to all award committee chairs regarding the awards program promotion efforts; award background, comments on the importance of the award, historical anecdotes, etc. request for inclusion in any future promotional efforts.
- Award season announced on ACRLeads
- Awards flyers are e-mailed to award committee chairs for distribution and encouragement of submissions

Default Report

ACRL Award Leadership Survey

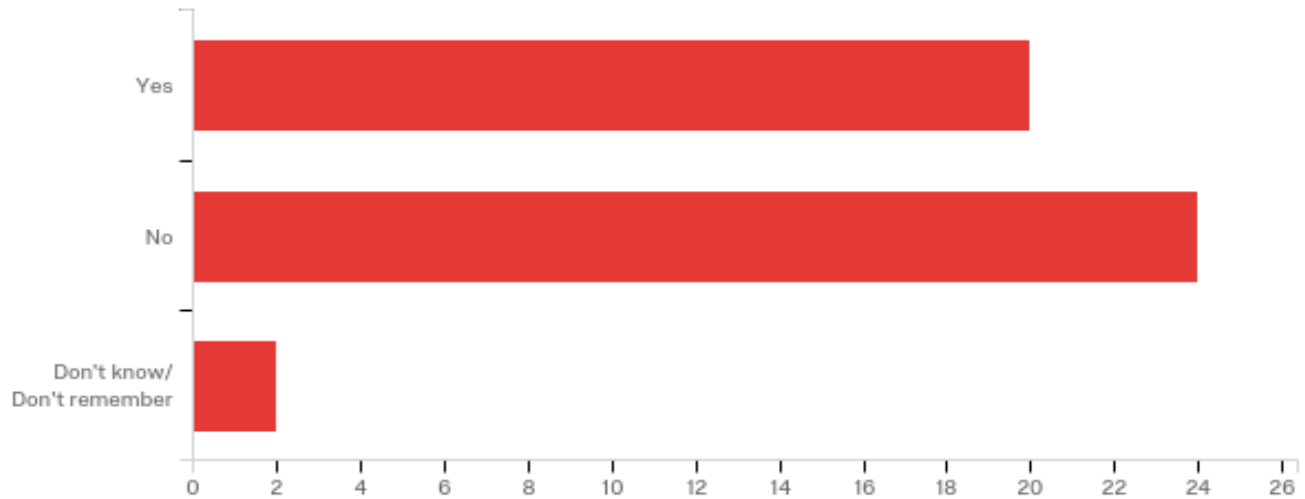
November 7th 2016, 12:46 pm EST

Q1 - Select any roles that you've had over the past five years.



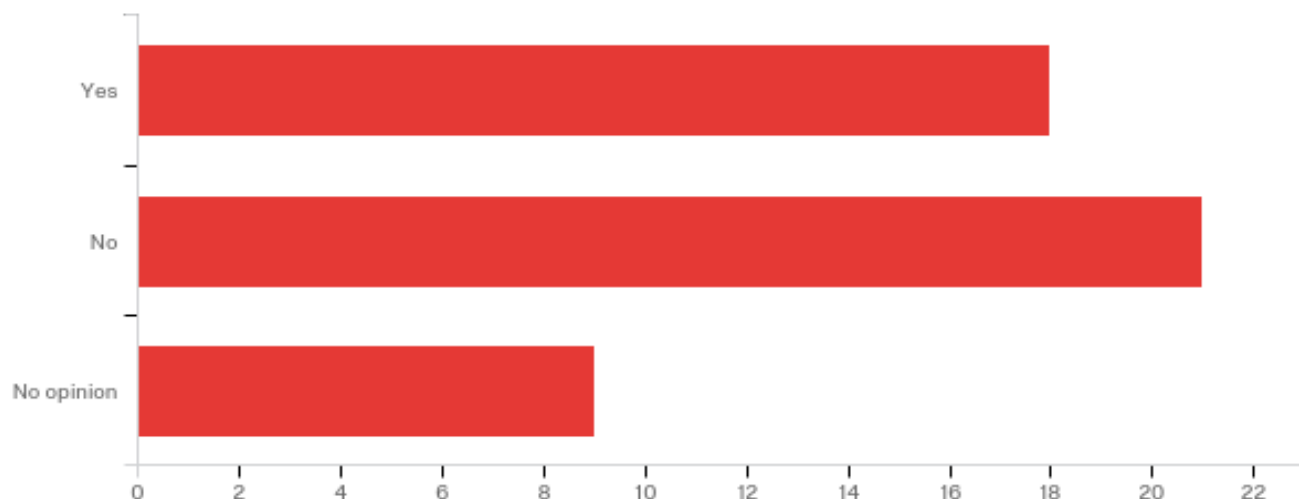
#	Answer	%	Count
1	Section chair	66.00%	33
2	Award committee chair	48.00%	24
	Total	100%	50

Q29 - Did you seek funding / sponsorship for an award during your term?



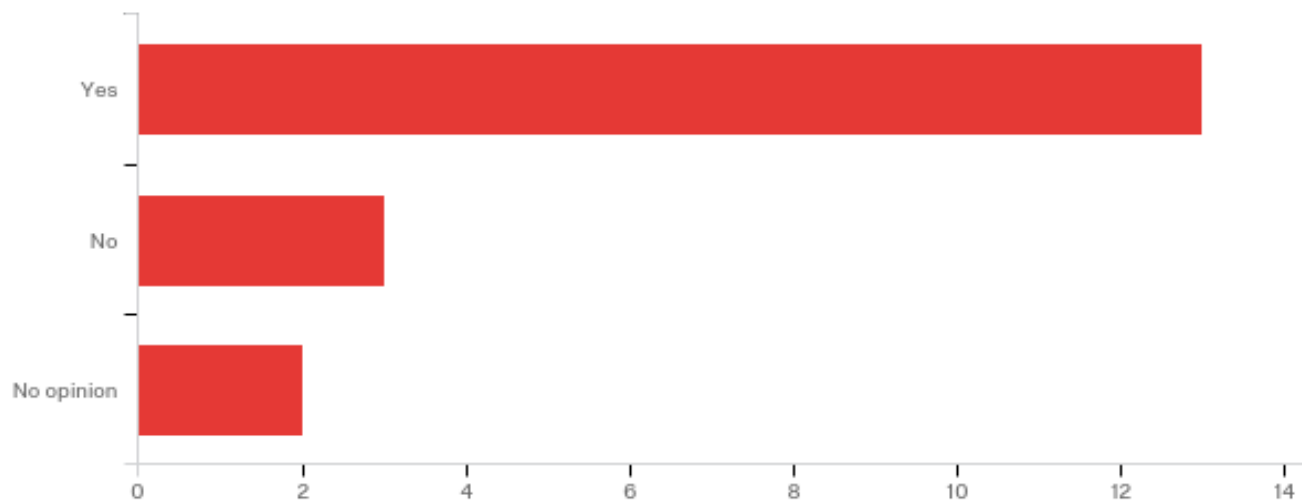
#	Answer	%	Count
1	Yes	43.48%	20
2	No	52.17%	24
3	Don't know/ Don't remember	4.35%	2
	Total	100%	46

Q19 - Currently, the ACRL Awards policy states that cash recognition awards should not be less than \$1,000 (in accordance with ALA guidelines). However, several sections recently have lost sponsors and either are not providing a monetary stipend or are subsidizing awards with section funds. Given that, should there be a monetary requirement to establish a new award or for an existing award that has lost funding?



#	Answer	%	Count
1	Yes	37.50%	18
2	No	43.75%	21
3	No opinion	18.75%	9
	Total	100%	48

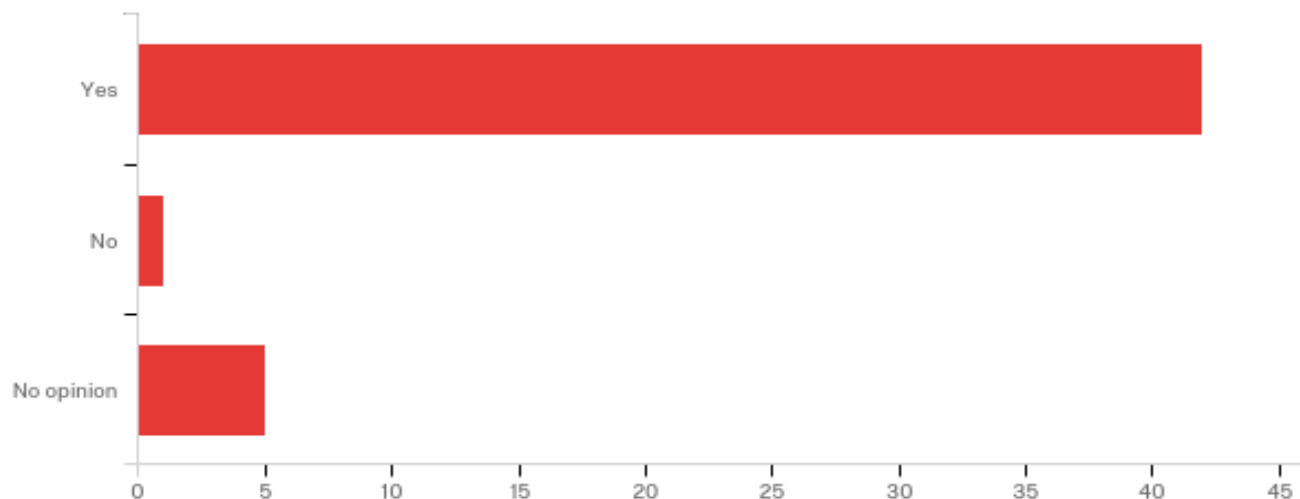
Q20 - If yes, is \$1,000 the appropriate minimum amount for an award?



#	Answer	%	Count
1	Yes	72.22%	13
2	No	16.67%	3
3	No opinion	11.11%	2
	Total	100%	18

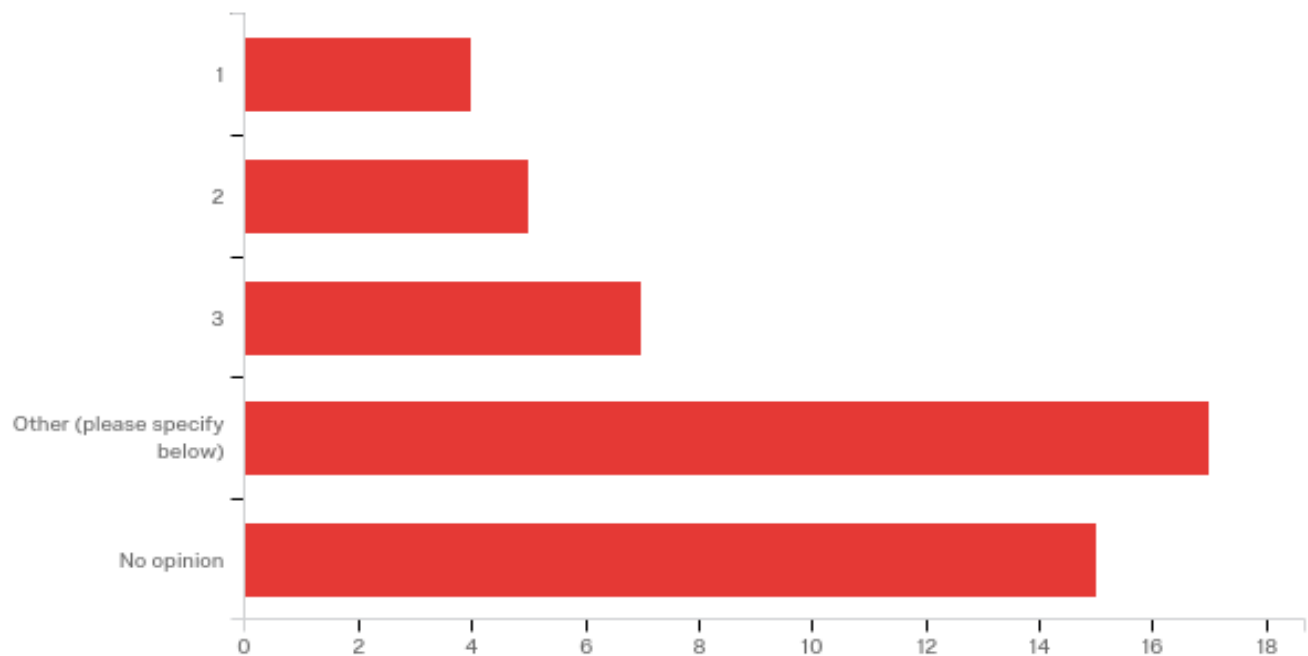
Q23 - Currently, sections

pay a 20% administrative fee for the management of each award. Should sections continue to be allowed to use basic services funds to pay the annual administrative fee?



#	Answer	%	Count
1	Yes	87.50%	42
2	No	2.08%	1
3	No opinion	10.42%	5
	Total	100%	48

Q27 - Currently, the number of awards administered by sections varies from 0 awards for some sections to 3 for others. How many awards should a section, or other membership unit, be allowed to administer at the most?



#	Answer	%	Count
1	1	8.33%	4
2	2	10.42%	5
3	3	14.58%	7
4	Other (please specify below)	35.42%	17
5	No opinion	31.25%	15
	Total	100%	48

Other (please specify below)

Other (please specify below)

There shouldn't be a limit

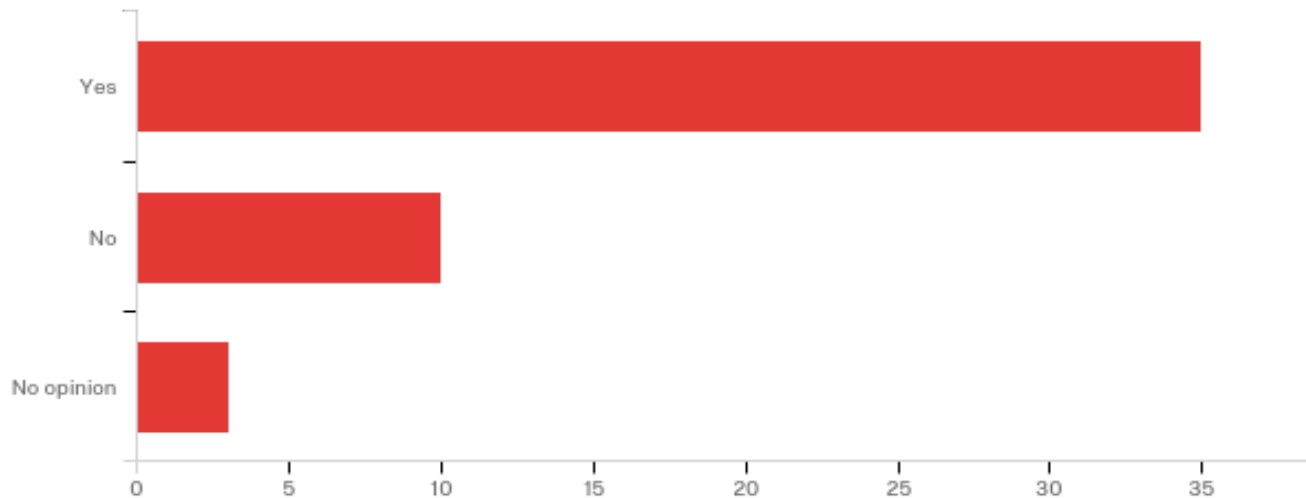
As many as they want--why limit it if they have the resources and good reasons for each award?

As many as they have money for

Up to each section
2-3
Seems that it should depend on how large the membership base is. The larger the section, the more awards available?
as many as they want
I think it should depend on the size of the section
There shouldn't be a maximum; if a Section has a variety of areas it would like to recognize they should be allowed to do it
up to the section
As many as are relevant for the Section, and that they fund.
No limit
Section should be able to choose how many awards they can reasonably manage and support without an external limit.
I would support a cap, although I don't know if it should be more or less than 3. Too many awards results in dilution of their significance. But some sections are much larger and more complex than others. I would say the "cap" should be based on the diversity of the section's mission and size of membership.
As many as that section feels is appropriate -- for different subject areas, for different types of achievements, for different stages of career. As long as the unit is willing to pay the administrative costs, and develop objective criteria, I don't think there should be a randomly-chosen "cap".
As many as they can afford and find funding for. I see no reason to dictate this.
It should be up to the section and dependent on need and funding opportunities. Limits shouldn't be arbitrary

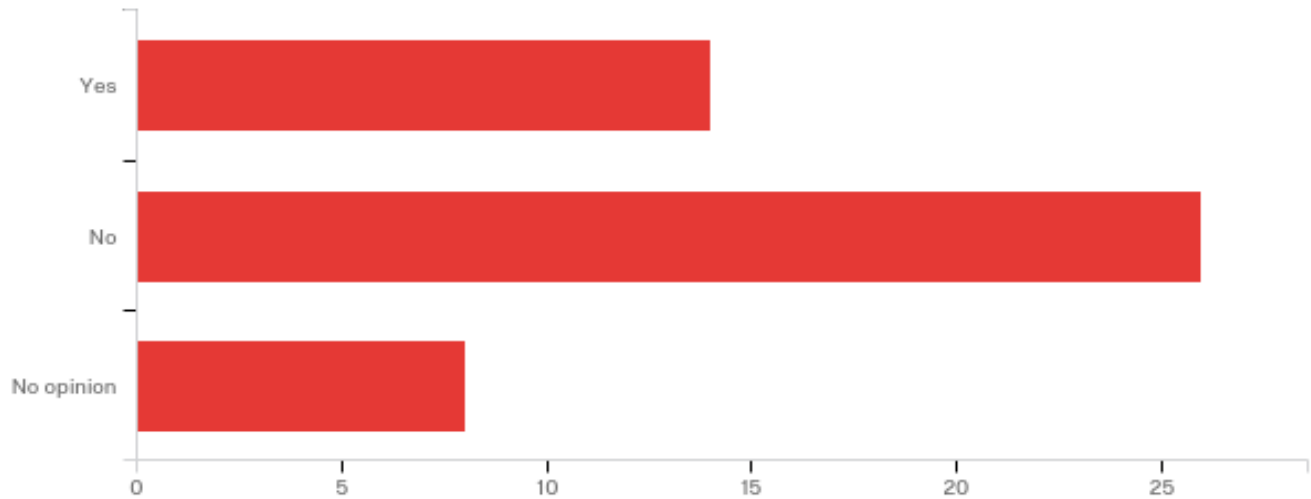
Q24 - Should section basic

services funds be allowed to be used to pay the monetary component of awards (beyond the administrative fee)?



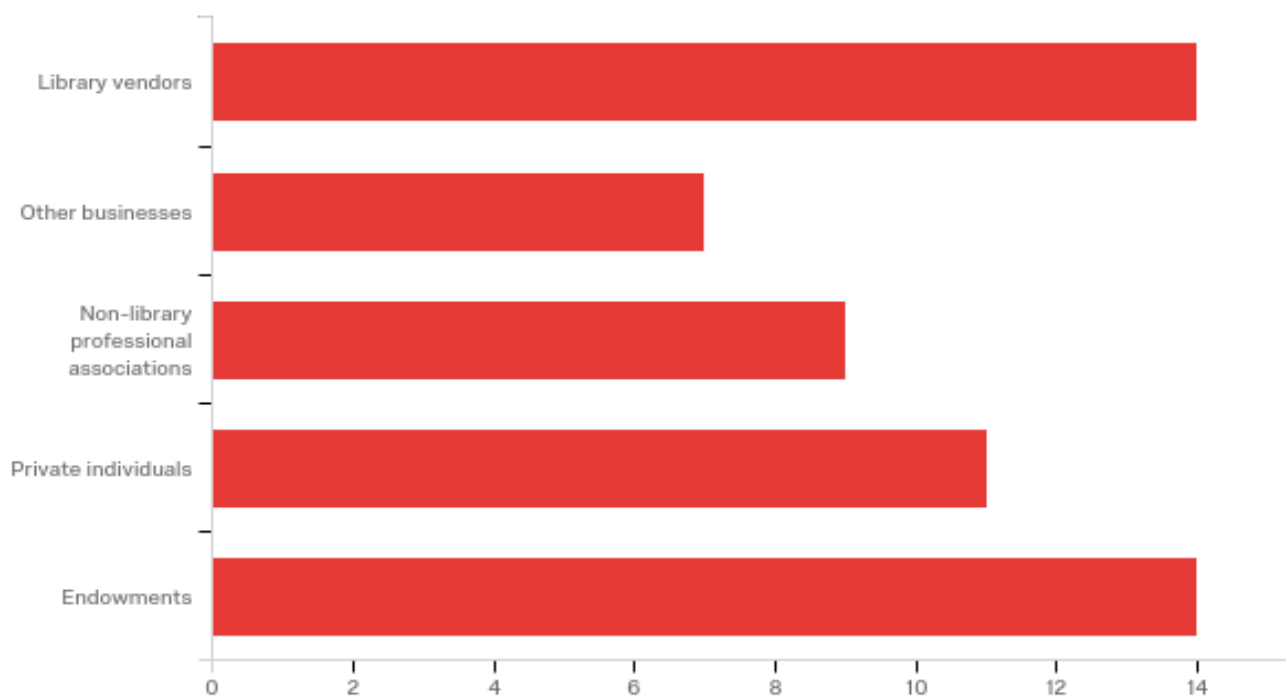
#	Answer	%	Count
1	Yes	72.92%	35
2	No	20.83%	10
3	No opinion	6.25%	3
	Total	100%	48

Q26 - Should there be restrictions on where funds come from or who can sponsor?



#	Answer	%	Count
1	Yes	29.17%	14
2	No	54.17%	26
3	No opinion	16.67%	8
	Total	100%	48

Q32 - Which of the following options should be allowed to financially support ACRL awards? Select as many as you would like.



#	Answer	%	Count
1	Library vendors	100.00%	14
2	Other businesses	50.00%	7
3	Non-library professional associations	64.29%	9
4	Private individuals	78.57%	11
5	Endowments	100.00%	14
	Total	100%	14

Q27 - Suggestions for committees on where to seek funding?

Suggestions for committees on where to seek funding?
Companies that can relate to the section more... for ex. Routledge is a sponsor for DLS section award but for additional funding I'd have approached streaming media companies as they are used in universities/colleges more with distance students.
none
I suppose other businesses and non-library professional associations could make sense; i just am not thinking of a good example at the moment besides tech or edu arenas
I have no specific input on where committees should seek funding, but it might be helpful for there to be some sort of oversight of all funders so that a Section seeking funding knows what vendors are already contributing.
I would prefer to keep it to organizations that represent or are related to a subject area. Obviously, that include APA for EBSS. For something reference-based, I think that it has to include companies like Gale, Paratext or QuestionPoint/OCLC.
No. But sections need more support from ACRL when seeking funding, other than telling us where we CANNOT seek funding.
ACRL could create a general "awards" fund and solicit donations during yearly membership drive.
Although I support the above options in general, I think that ALA/ACRL/units should take a more principled stand in terms of accepting funds and other gifts from for-profits. For example, it really grinds my gears regarding the amount of money the "big 5" journal publishers splurge on conference events and promotions, while charging academic libraries egregious prices on subscriptions. I think our profession would have more "teeth" in the journal-pricing fight if we didn't accept so many gifts from them and act so obsequiously toward them.
I think that the consolidation among vendors has made the process of funding awards problematic. It is hard to approach a vendor who now owns 2-3 other former vendors. When I was CJCLS Awards Co-Chair, EBSCO abruptly pulled its funding from the award, mid-year. Because I knew a V.P. at EBSCO, I called to find out the issue. Evidently, someone in one area made a blanket "policy" decision. They reinstated support for the award. I am not sure where it is now since I have not been on the committee for a couple of years, after a multi-year stint!
Outreach Members' donation
We have a long-standing vendor relationship.

Q29 - Comments regarding funding:

Comments regarding funding:
I was rather frustrated with the funding issue as the funder pulled out after the application deadline. We were not able to give any money to the award winners and that an awkward and painful experience for all involved. We need to have a small contingency fund for these situations. I pleaded with several members of the funding organization but it did not help the real issue of disappointing the team that won the award.
ACRL should pay award administration fees, not sections.
Sections should be allowed to award w/o funding. Recognition is of the upmost importance.
Finding and keeping vendor sponsorship is very difficult because there are only so many library-related vendors and marketplace is shrinking with companies buying up their competition. And companies want their name on the award to get the publicity, which makes it hard to have multiple smaller contributions for an award or a big pot of money for all awards instead of funding awards individually. Securing funding through library schools and other library organizations is also challenging due to flat or shrinking budgets.
none
thanks for asking!
I think that monetary awards for winners is an important component of an award. I suppose if you could offer them something else, like free registration for the next ALA to receive the award, that may be satisfactory also, but it does seem that the person who wins should get something. We posted our last award submission form with "sponsorship pending" and I think I would rather suspend the award until sponsorship is secured rather than post the award with a "sponsorship pending" attached to it.
I think the primary aim should be that all awards have a sponsor if it is going to provide a monetary aspect. I'm on the fence about whether awards need to have a monetary portion. The prestige is in receiving the award any money is just an added bonus.
While I think I understand the reasoning behind wanting to limit where funding comes from, I don't think it makes sense to hold sections to strict rules. I think ALA/ACRL might provide guidance on how to avoid conflict of interest, but should trust the sections/committees to avoid conflicts on their own. I think it might also be reasonable for ALA/ACRL to put a cap on basic services funding that could be used towards awards (10-25%?), arguing that the bulk of section funds should *not* be used for awards directly to members, but instead for section activities. However, if a section or committee wanted to use a relatively small amount, that seems acceptable to me.
There may be some merit to asking for recognition without reward. For example, those areas in which a government may be able to recognize an individual, but be unable to provide funds for legal reasons.
As vendors consolidate it will continue to be difficult to find sponsors. Yet many awards are given each year even when the pool is not strong. This is creating a larger question in that do we need all the awards?
Potential funding sources could be any business or individual affiliated with or supportive of academic libraries with a focus on information literacy. Some reasonable limits on potential funders should apply, such as limiting sources that might have a political bias, that could be controversial or that don't support the mission and activities of the ACRL Instruction Section. However, this still leaves a pretty broad potential source for funders.
I think as long as sections can cover administrative fees, there doesn't need to be a monetary award - I'm not really sure why that would ever be a requirement. Being recognized is a big honor in itself. My section lost funding for an award, and I wish we would have just kept the award without sponsorship as a non-monetary award to recognize excellence in our field.
Some of the questions needed to provide opportunities for comments. While I don't think that basic services fees of the section should routinely be used to fund the awards, to make a blanket policy doesn't make sense either if you have a vendor withdraw support, or other situations arise. With membership constantly changing on these award committees, there is little continuity and it was not clear to me that ACRL was taking off an administrative

fee. That should be "built-in" to the funding for the award, since section funds are not always plentiful. I feel strongly that unless an award is an endowed award--with perpetual funding--awards should be limited to one per section. CJCLS is a good case in point. Some years there have not been an appropriate number of applicants to make the award a "real" award.

Give chairs, vice-chairs more authorization to use the funding

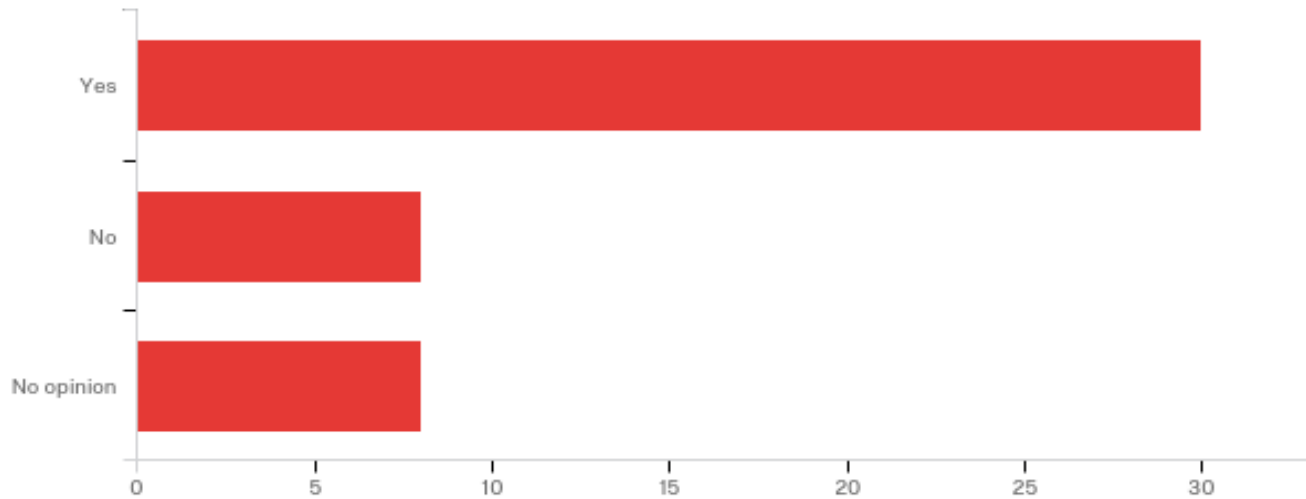
In regards to the 20% administrative fee, what does the section get from that? My section sponsors an award, and as far as I can tell the only thing ACRL does is order the plaque and bring it to the conference. The section could do that and keep the 20%.

I do not think an award needs a monetary component, but for awards that have lost sponsors or cannot find new ones it may be time to rethink the need/usefulness/purpose of the award.

It is really difficult now that there are fewer publishers and vendors in the library/info business. We lost funding for awards because of mergers and the new parent company already sponsored other awards. We - both the chair before me and I believe that chair after me as well all tried to get new funding streams. I had 2 or 3 members contacting publishers to know avail over a three year period. But having a financial award does help with getting nominees. That was our other problem lack of nominees and I don't know if that was a problem before we lost funding. I was section chair and awards chair after we lost funding.

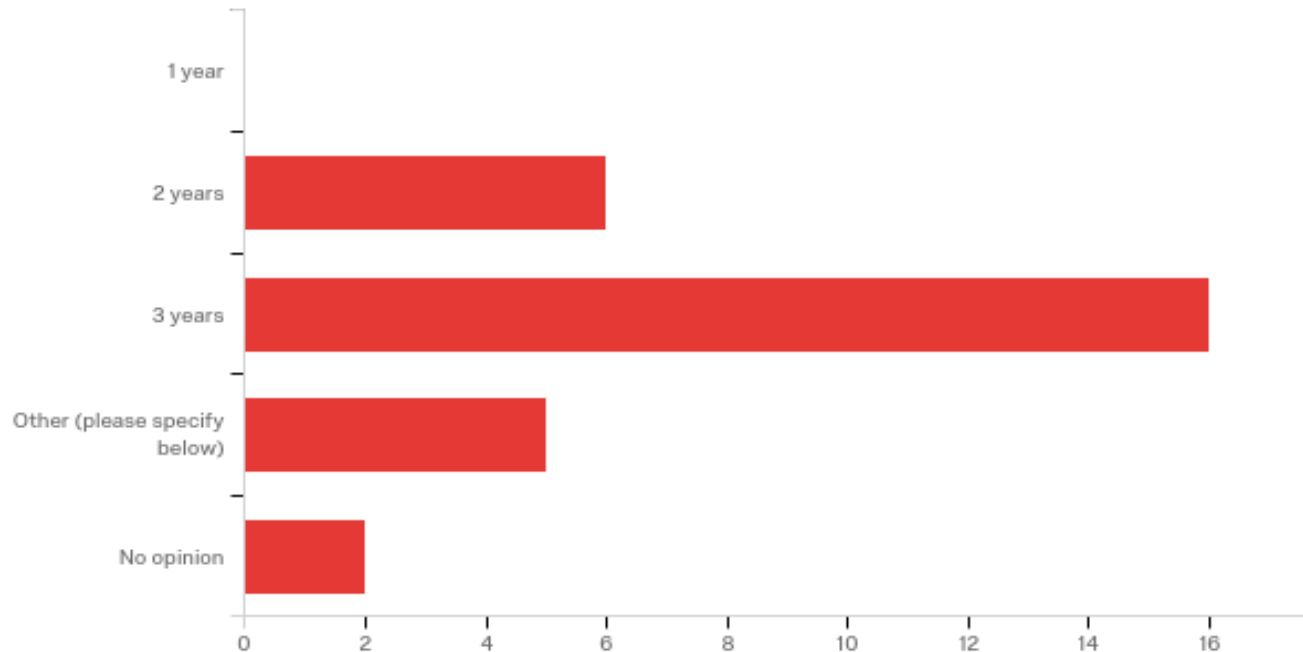
We have had an excellent ongoing relationship with our main vendor who supports our award. They do an excellent job honoring the spirit of the award.

Q22 - Should award sponsors be held to a term-defined contract?



#	Answer	%	Count
1	Yes	65.22%	30
2	No	17.39%	8
3	No opinion	17.39%	8
	Total	100%	46

Q23 - The current contract term requested of sponsors for new awards, or sponsorship renewals, is 3 years. Often, when renewing sponsorships, some sponsors commit to less than this, which can lead to uncertainty regarding the award's future year-to-year. Given this, what is the appropriate length of a term-defined contract for an award sponsorship?



#	Answer	%	Count
1	1 year	0.00%	0
2	2 years	20.69%	6
3	3 years	55.17%	16
4	Other (please specify below)	17.24%	5
5	No opinion	6.90%	2
	Total	100%	29

Other (please specify below)

Other (please specify below)

Perhaps go to a longer initial term, say 5 years, and then allow for shorter renewal periods thereafter (but no less than 1 year)?

Just a note - by keeping the contract to a term (rather than no term), it can allow for the amount of funding to be re-negotiated (to a higher amount) as the years pass.

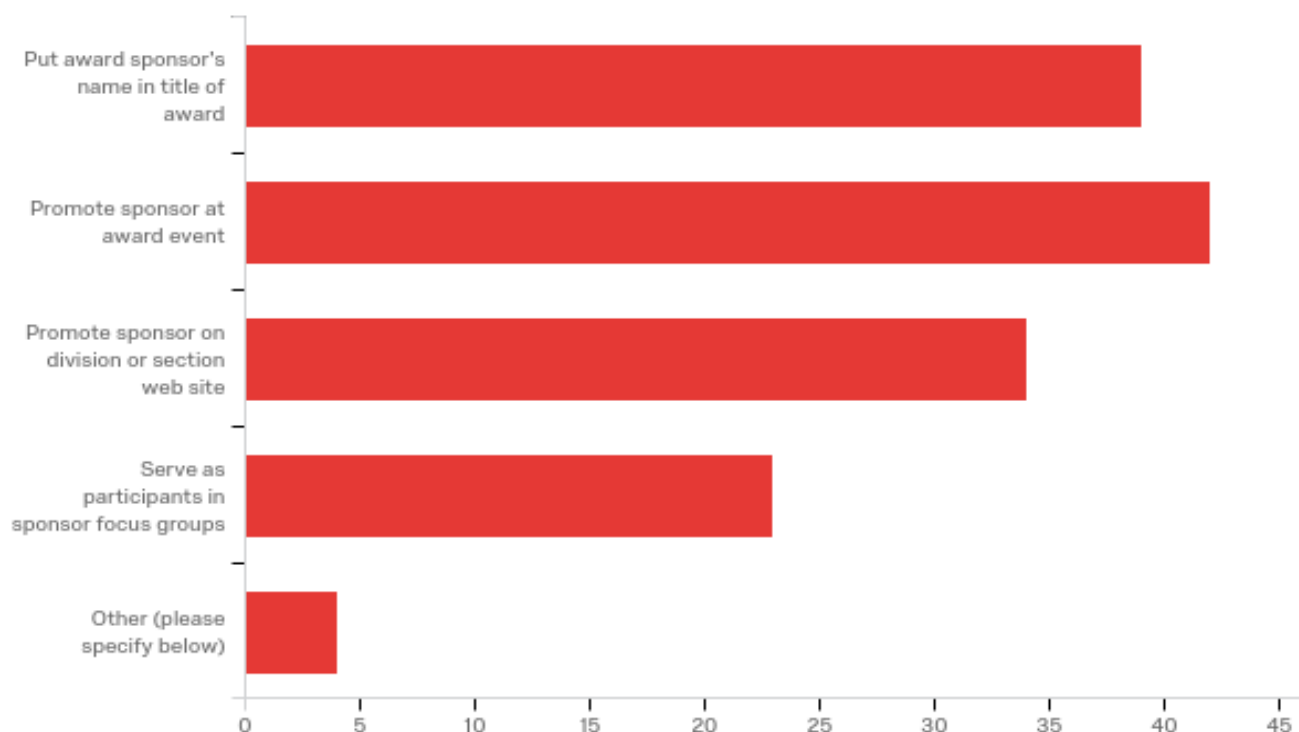
Minimum of 3 years. An award's significance increases with its age, as notable figures are added to the list of recipients annually.

Negotiate with sponsors, the longer the better. If not, 1 year will be fine.

What about a rolling one year commitment? The sponsor would need to give one year's notice to terminate. This gives the sponsor flexibility and gives the section enough time to find a new sponsor.

Q24 - What activities might help promote the sponsor and/or help retain sponsorship?

Select all that apply.



#	Answer	%	Count
1	Put award sponsor's name in title of award	88.64%	39
2	Promote sponsor at award event	95.45%	42
3	Promote sponsor on division or section web site	77.27%	34
4	Serve as participants in sponsor focus groups	52.27%	23
5	Other (please specify below)	9.09%	4
	Total	100%	44

Other (please specify below)

Other (please specify below)

How about if ALA gave an exhibitor discount (like on floor fees) for vendors who sponsor awards?

I think this is a good question to ask the sponsor. What would they like to see in return for sponsoring an award?

I don't think it's appropriate to serve up section members for actual labor for sponsors (i.e., in focus groups) -- I think putting the sponsor's name on the award, mentioning at the award event, and mentioning on the web site is

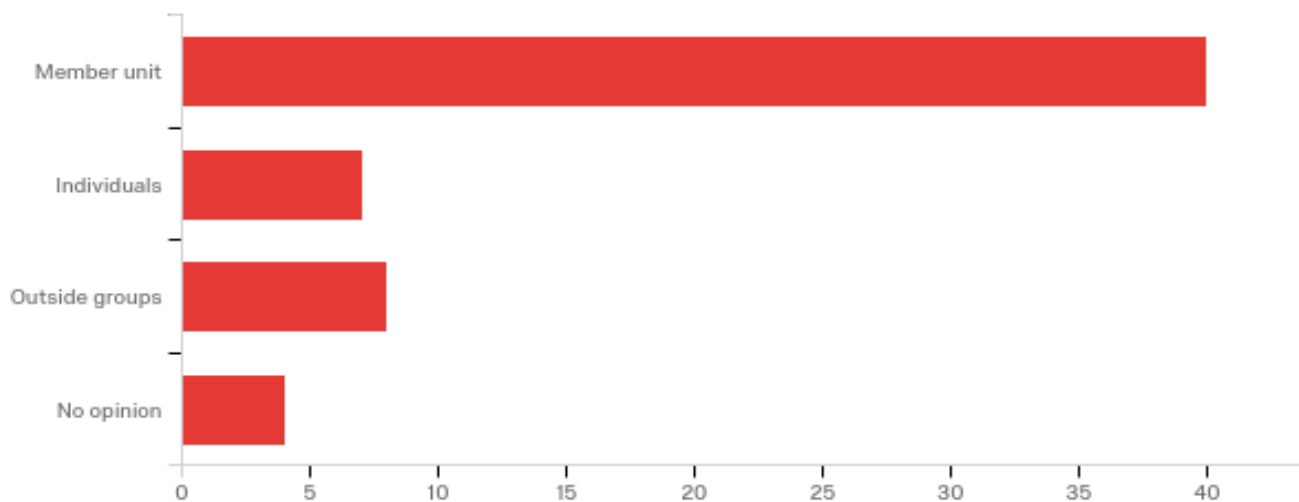
enough. Member should be free to make their own decisions about focus groups or other deeper involvement with sponsors. And, will likely be pre-disposed towards helping a sponsor, which I think is enough entanglement. ACRL needs a better forum for presenting and disseminating the awards. Right now it is up to the sections, and the awards are often presented at small gatherings.

Q26 - Additional comments regarding sponsorships?

Additional comments regarding sponsorships?
If the sponsors feel that they are being appreciated, they are likely to continue funding! :-)
All of the ideas above might help to convince the sponsor to retain sponsorship, but putting the sponsor's name in the title of the award would lead to an inconsistent title of the award if the sponsorship changes every 3 years. If a sponsor wants their name in the award title, it should be for a much longer contract, like 10+ years. For the "serve as participants in sponsor focus group," I am not sure who the participants would be -- the awards committee, section leadership, the section members in general? The ways of promoting the vendor mentioned above are quite passive. It would be appealing to the vendors to have direct access to the section membership to promote their products/services, perhaps through a once/year promotion sent to the members. (Mentioning the name of the sponsor in the awards announcement is not enough.) However, as a member, getting such communications might be annoying, especially if you belong to multiple sections that have multiple awards. It might be mitigated if the promotions were spread out through the year and there was some note at the beginning indicating that they are the sponsor of the Section's award.
none
It's a challenge; and curious that so many stopped. Could ACRL ask why (maybe already did!)?
I'm not sure what the term-defined contract question meant. That sponsors can only agree to sponsor for a specific amount of time? Or under specific terms? I didn't understand the question, so used the "no opinion" response.
Most of the above examples are already occurring. I am not certain that the vendors are seeing the value in the awards
I just want to reiterate that we need more help from ACRL. Most of us who chair an award committee don't necessarily have experience approaching sponsors, and we have no idea how to do that, or who to approach. We need support. If we are paying an administrative fee, we should be getting more help from ACRL.
I worry about who is getting the contracts negotiated. If it is someone at ACRL, that is putting a layer between the vendor and the customer. It becomes more impersonal. At the same time, with my experience when EBSCO suddenly decided to withdraw support, a more formal contract would have prevented that situation. Again, with committee participants turning over frequently, there is little opportunity for anyone except ACRL personnel to have knowledge of the history of negotiations, and if someone leaves, ACRL, you have the same situation. Megan Griffin (ACRL) has a long history of working with CJCLS and her knowledge is invaluable.
I think if you wanted to promote a sponsor on a section website the sponsor would have to include a statement in support of the sections focus/subject. So the promotion works both ways - highlight titles related to subject and/or commitment to the discipline.

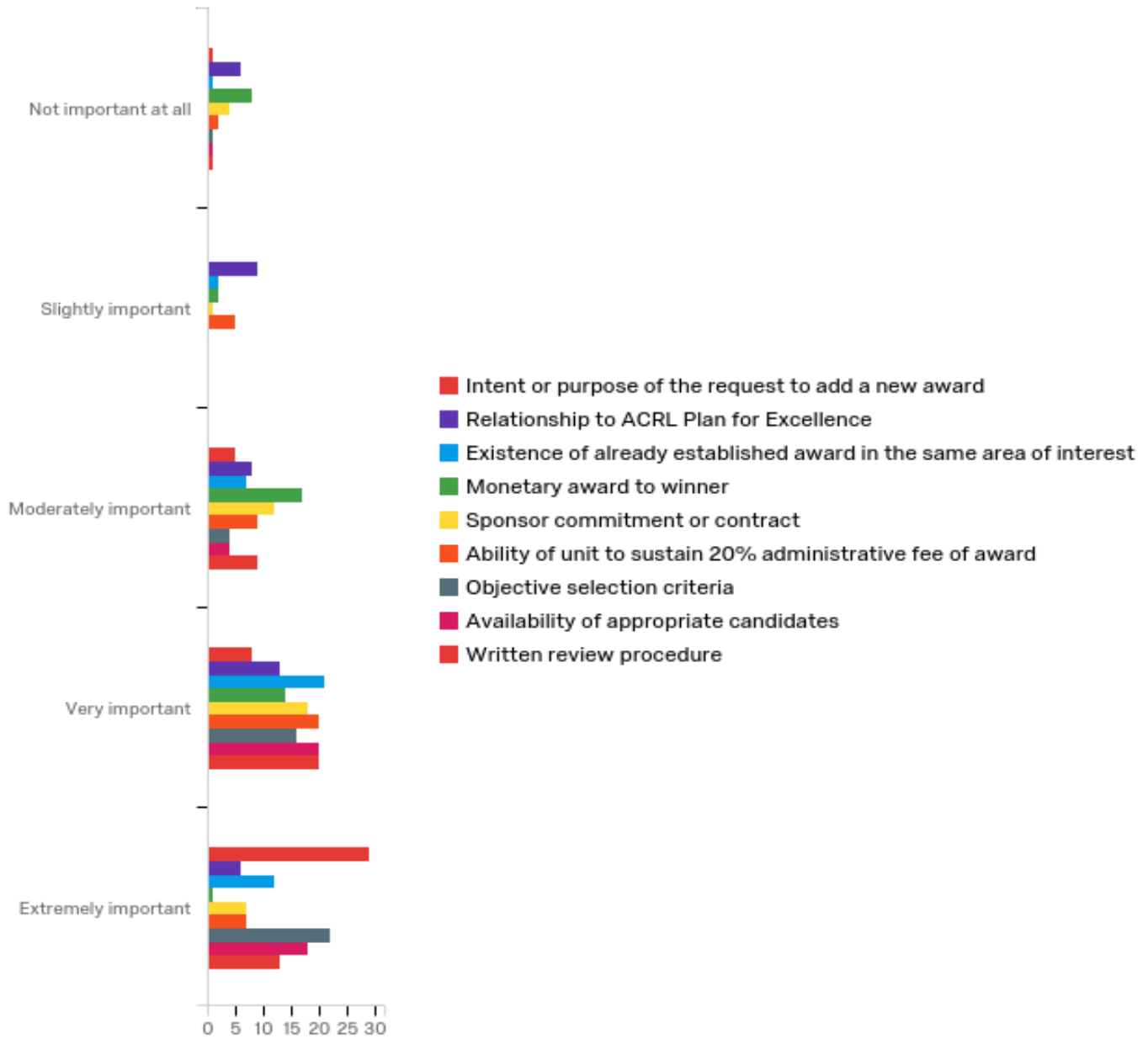
Q27 - Should an award be associated with a membership unit (such as a section) or can a new award be proposed and maintained by individuals or outside groups?

Select all that apply.



#	Answer	%	Count
1	Member unit	90.91%	40
2	Individuals	15.91%	7
3	Outside groups	18.18%	8
4	No opinion	9.09%	4
	Total	100%	44

Q29#1 - Select one option per line



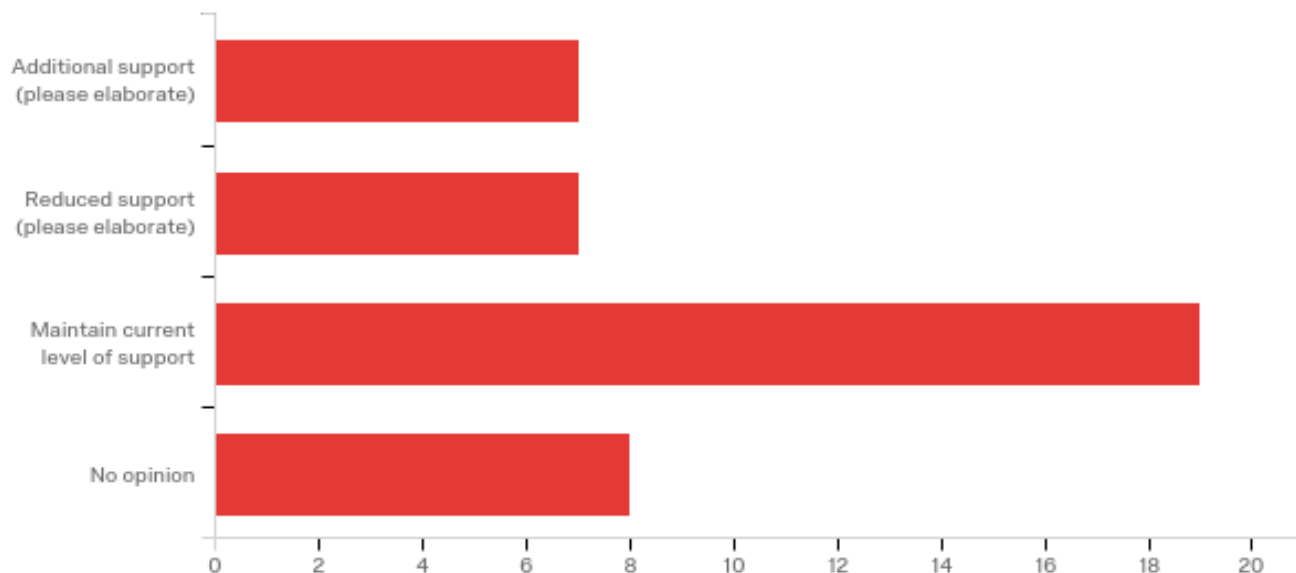
Question	Not important at all		Slightly important		Moderately important		Very important		Extremely important		Total
Intent or purpose of the request to add a new award	2.33%	1	0.00%	0	11.63%	5	18.60%	8	67.44%	29	43
Relationship to ACRL Plan for Excellence	14.29%	6	21.43%	9	19.05%	8	30.95%	13	14.29%	6	42

Existence of already established award in the same area of interest	2.33%	1	4.65%	2	16.28%	7	48.84%	21	27.91%	12	43
Monetary award to winner	19.05 %	8	4.76%	2	40.48%	17	33.33%	14	2.38%	1	42
Sponsor commitment or contract	9.52%	4	2.38%	1	28.57%	12	42.86%	18	16.67%	7	42
Ability of unit to sustain 20% administrative fee of award	4.65%	2	11.63%	5	20.93%	9	46.51%	20	16.28%	7	43
Objective selection criteria	2.33%	1	0.00%	0	9.30%	4	37.21%	16	51.16%	22	43
Availability of appropriate candidates	2.33%	1	0.00%	0	9.30%	4	46.51%	20	41.86%	18	43
Written review procedure	2.33%	1	0.00%	0	20.93%	9	46.51%	20	30.23%	13	43

Q31 - Are there other criteria to consider when establishing a new award?

Are there other criteria to consider when establishing a new award?
Whether or not they are section members, their track record i.e. have they contributed to the section at all?
Does it promote something new? (New area of diversity, new area of work for the section/group, promote bringing new outstanding people into the fold (e.g. award up and coming people who are not yet members, but would be great to bring into ACRL/Sections))
I don't think we should be hung up on whether there is money associated with awards.
I assume "existence of already established award in the same area of interest" looks beyond ACRL awards because having similar awards in other ALA divisions/roundtables can reduce the candidate pool.
none
An off-topic comment: I'm not sure what you mean by "outside groups" in the question on whether awards can be maintained and proposed by membership units, individuals, or outside groups. Groups outside the membership unit? Outside ACRL? Outside ALA?
When establishing a new award, I think ALA/ACRL might also provide guidance on how to recruit a diverse set of applicants. Of course, each section/unit will have their own methods for doing so, but it might be good to have broad suggestions on how to develop a wide and inclusive pool.
Alignment with the core practices of the member group, though touching somewhat on the Plan for Excellence, is key.
Resources (e.g. volunteers to serve as members and committee chair) to support the award promotion and selection process
The relationship between the award and the unit's purpose (Extremely important)
Quality/soundness of the proposal to establish the award (Very important)
Consultation with related ALA units (Moderately important)
Existence of already established awards in the same unit (i.e. is the proposed award "different enough" from existing awards? -- Very important)
Plans for openly publishing calls-for-nominations and transparency of selection criteria (Extremely important)
Maintaining it long-term, financial support from the section(if needed)
Need diversity
Avoid those have, have all, and always have
those have not, seldom or never have
I think ACRL has a lot of awards that outdated; they honor skills and practices that are not part of the current and future state of librarianship. All ACRL awards need to be re-thought to see how well they fit into the current landscape of librarianship.

Q30 - Given ACRL's Plan for Excellence, the current staff resources allocated, and the results of the membership survey giving low priority to awards, what kind of support/resources should ACRL provide for an awards program?



#	Answer	%	Count
1	Additional support (please elaborate)	17.07%	7
2	Reduced support (please elaborate)	17.07%	7
3	Maintain current level of support	46.34%	19
4	No opinion	19.51%	8
	Total	100%	41

Additional support (please elaborate)

Additional support (please elaborate)

Help sections in securing a sponsor - Acrl has more access to vendors and could help point sections or suggest to vendors the need to support section activities

awards bring with them promotional and outreach activities that could be better exploited

Would be more consistent to have ACRL staff negotiating sponsorships, with input from the Section

slightly better processes for identifying and reaching out to vendor contacts in charge of giving

I think that putting this in the hands of a one-year term section leader reduces the effectiveness of the maintaining the award. The principle responsibility for maintaining that relationship may need a 2 or 3-year term.

Minority groups need more support

Helping advertise is the key need. Beyond that our section was able to do the award without issues.

Reduced support (please elaborate)

Reduced support (please elaborate)

It seems if the membership give awards a low priority, then maybe there should be fewer awards.

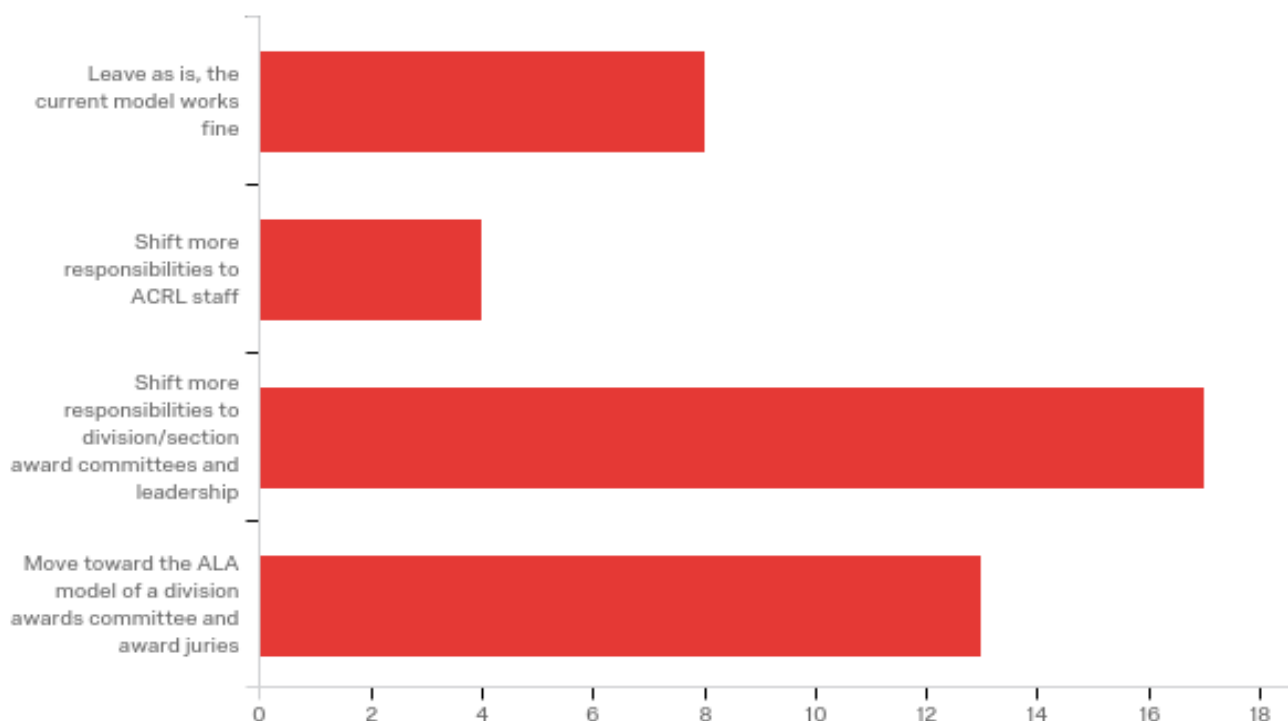
ALA should reconsider their support (and resources, in both time and money) allocated to support awards, in light of relatively low interest and competing responsibilities

I think the section should be responsible for event planning. I'm also not sure what "communication with all applicants" entails, but it sounds like something that might be handled by sections as well.

Let sections that want to administer all aspects of the award do it (and keep the 20% fee) and let other sections that do not want to take on all that responsibility rely on ACRL as they do now.

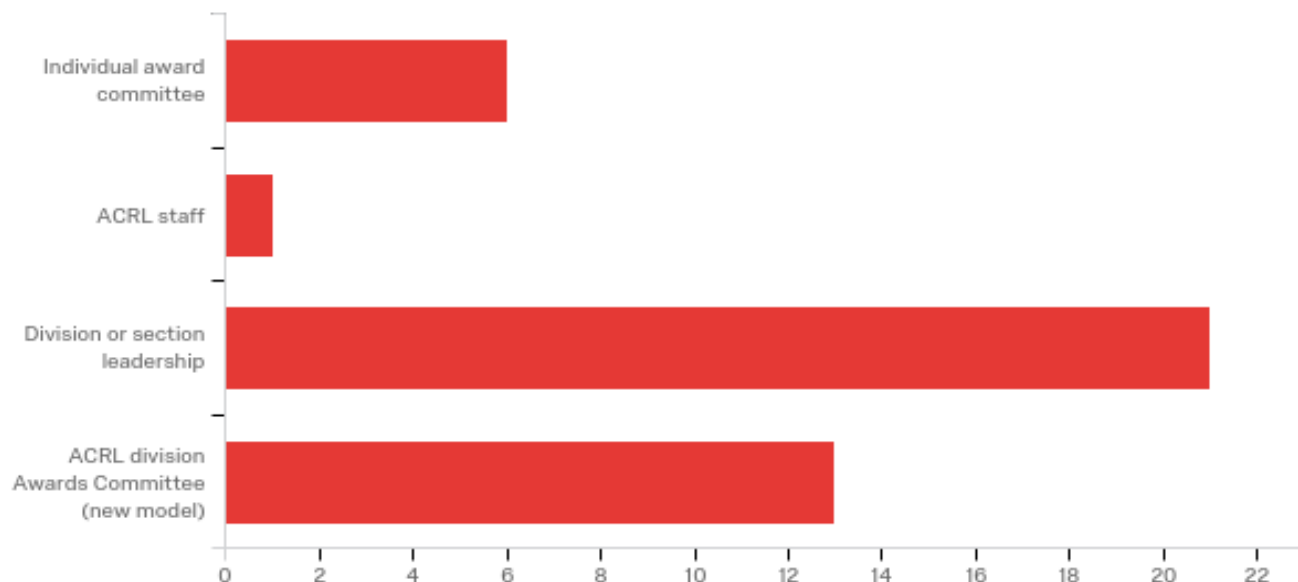
I think ACRL could stop doing the following, making winner announcements and communication with all applicants, making routine updates to ACRL award materials (they screwed this up when I was chair so I'd let the sections manage it) and planning and coordinating events at the ALA Annual Conference - events should be treated the same as programs and discussions groups - limited to room scheduling and basic set up.

Q6 - Overall, which of the following options do you think is best suited for maintaining the quality and consistency of ACRL awards?



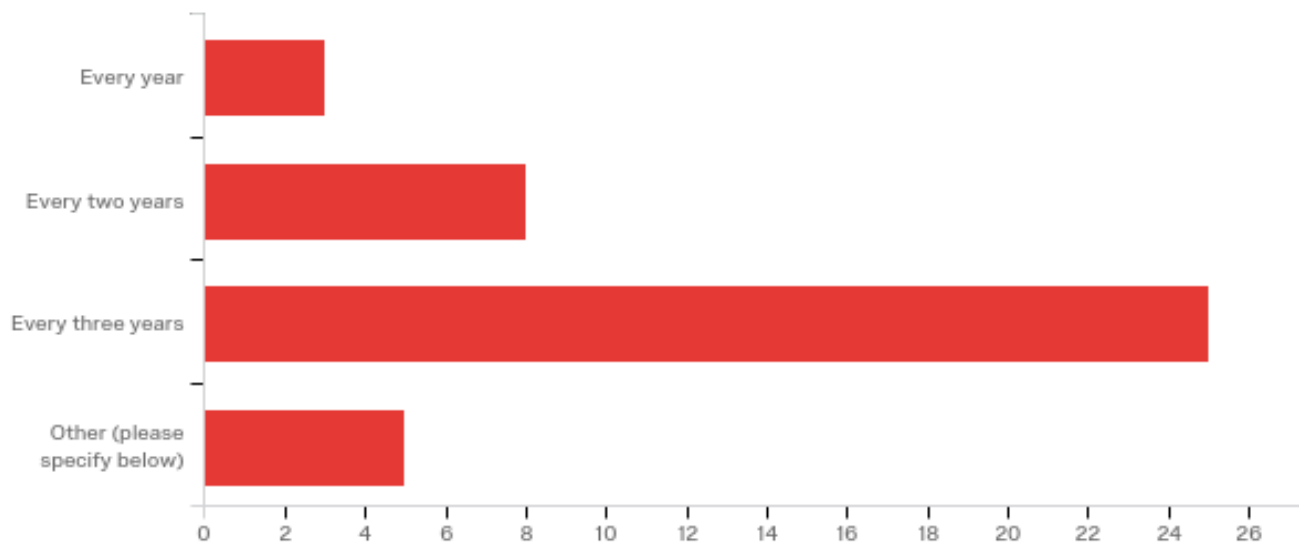
#	Answer	%	Count
1	Leave as is, the current model works fine	19.05%	8
2	Shift more responsibilities to ACRL staff	9.52%	4
3	Shift more responsibilities to division/section award committees and leadership	40.48%	17
4	Move toward the ALA model of a division awards committee and award juries	30.95%	13
	Total	100%	42

Q14 - The ACRL Awards policy states that each award should undergo regular review for appropriateness of the award's purpose and procedures and the adequacy of funding available for the award and its administration. Who should have responsibility for this?



#	Answer	%	Count
1	Individual award committee	14.63%	6
2	ACRL staff	2.44%	1
3	Division or section leadership	51.22%	21
4	ACRL division Awards Committee (new model)	31.71%	13
	Total	100%	41

Q15 - The ALA Awards manual charges divisions (ACRL) with periodic review of existing awards. How often would you recommend that this review be conducted?



#	Answer	%	Count
1	Every year	7.32%	3
2	Every two years	19.51%	8
3	Every three years	60.98%	25
4	Other (please specify below)	12.20%	5
	Total	100%	41

Other (please specify below)

Other (please specify below)
two years before the sponsorship agreement is up
I guess it depends if sponsorship is going to be a one, two or three year commitment. I think the review should be tied to when the sponsor needs to be contacted to re-up sponsorship.
every 5 years
5 years or more
5 years

Q16 - Additional comments about ACRL Awards governance?

Additional comments about ACRL Awards governance?
I suspect there is a lot of duplication of effort across the sections and ACRL staff that could be streamlined if we went to an award committee.
none
I don't like the idea of reviewing awards every year, though I support it in the previous question as a solution to an intractable problem - economic instability and shifts in ownership among sponsors.
The statement made about how ALA handles awards appears incorrect. I was recently the chair of an ALA round table which offers several awards. ALA *does not* determine the juries for those awards -- they are appointed by the vice-chair of the round table.
In regard to my answer in Shifting More Responsibilities to Section Leadership--it MUST be accompanied by instruction/orientation for leadership in the awards process. As a former section Chair, I really had no clue how the entire process worked--including sponsorship--until I was Awards Committee Chair or Co-Chair, I can't remember my exact title each year.
ACRL Awards Committee works with division, Sections, etc. to give awards
I think awards should be reviewed by ACRL, the sections, and the ACRL membership. A previous page of the survey mentioned that ACRL members rate awards as a low priority. Do they think awards in general are not important? Or the awards ACRL issues are not important? Perhaps ACRL could try surveying their members and see what awards they like, do not like, and would like to see created.

Q31 - Final comments or ideas on how to make processes for the ACRL Awards Program more consistent, of high quality, and sustainable?

Final comments or ideas on how to make processes for the ACRL Awards Progra...

Kudos and a huge thank you to ACRL staff dealing with awards. We understand that a lot of hard work and time go into behind-the-scene works. When I was the awards committee chair for a couple of years, both Megan and Chase were extremely helpful. I was very impressed with their prompt replies knowing that they have so much on their plates! For the first time we had an award banquet and it would not have been possible without their help with the logistics.

I think we need to separate the awards notion from the money. Money is nice but the recognition is what is important IMHO - so to require awards to have financial support can dampen the desire to recognize good librarians.

none

I honestly have to think more about the idea of an ACRL awards committee. I'm not opposed to it, I just don't think I know enough about it. Is the goal to reduce workload? Does it actually reduce workload on either ACRL staff or section/committee chairs? Does it mean more work for section/committee chairs? I think sections are used to having a lot of autonomy in terms of setting criteria and selecting winners, so the more centralized ALA model might not work, but a model somewhere in between the great deal of freedom sections have now and the centralized ALA model might work, if it has payoff for ACRL and ACRL staff.

It strikes me as possible to reduce the funding of member groups to pay for awards they might support outside of sponsors. So, the question remains, how would the membership support? Perhaps member groups above a certain number would have to give up nominal funding to support a minimum award threshold, but I haven't thought this all the way through.

Limit the number of awards.

I think the most important move is to allow sections to offer awards that have no monetary prize. I believe that most units would be willing to absorb the administrative cost and pay for it through section funds, provided that the cost is reasonable.

Make sure the criteria for each award is clearly defined--this is the most important thing as a committee member or committee chair. CJCLS currently has 2 awards, Leadership and Program. There has been a lot of discussion about the lack of clarity in defining leadership. Record of ACRL/CJCLS participation, national visibility in other organizations relating to community college libraries, local/regional leadership, etc.

Awards Program is a very good one but needs to be careful.

Good ones would encourage people, if not, would discourage or hurt people

I have already said I think many of the ACRL awards are for another time and era of librarianship. Further, all the Excellence in Academic Libraries Award does is reward big libraries with lots of money to do stuff. Get rid of that thing or drastically change its guidelines.

Some assistance with identifying funding sources. I wrote earlier that funding should be associated with a section or division but I don't think that should exclude organizations or individuals from suggesting (and funding) awards rather they should be done in conjunction with a section. ACRL may be able to help potential sponsors connect with sections.

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Default Report

ACRL Award Recipients

June 2nd 2017, 12:20 pm EDT

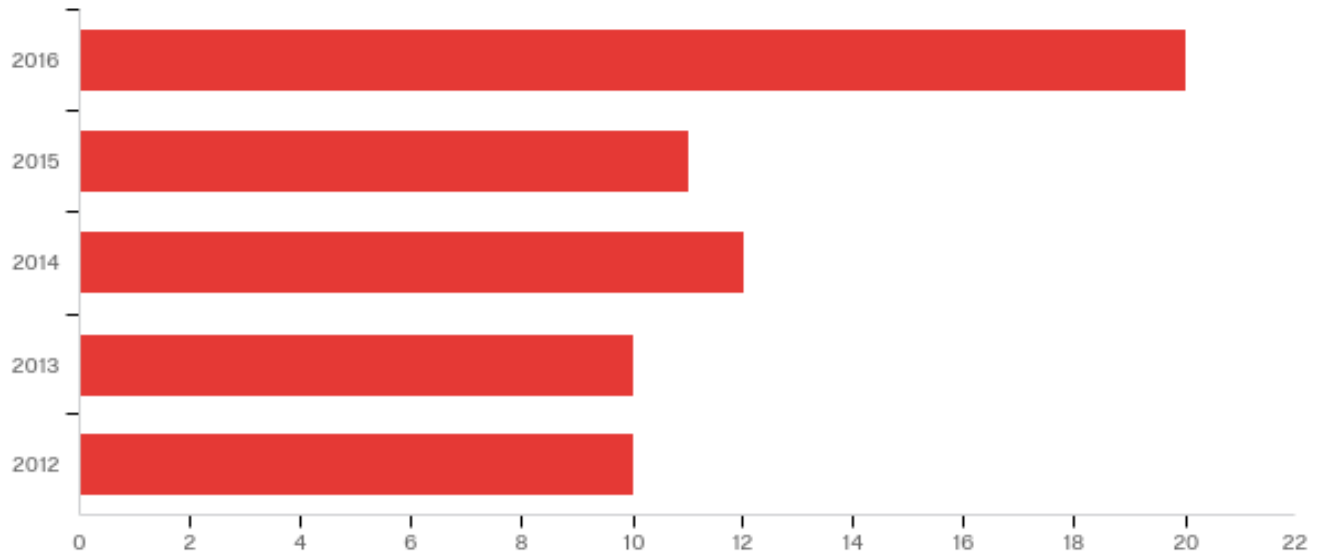
Q1 - Which ACRL award did you receive?

Which ACRL award did you receive?
Excellence in academic libraries
Honorable Mention category 1 (expensive)
CJCLS Leadership Award (program)
Instruction Section Innovation Award
2015 Excellence in Academic Libraries
Ilene F. Rockman Instruction Publication of the Year Award
Excellence in Academic Libraries
WESS-SEES De Gruyter European Librarianship Study Grant
ACRL Excellence in Libraries Award (2004) (University Division)
Hugh C. Atkinson Memorial Award
ACRL Academic/Research Librarian (2007)
Academic Research Librarian of the Year
Katharine Kyes Leab and Daniel J. Leab "American Book Prices Current" Exhibition Awards
Excellence in Academic Libraries
Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards
Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards
Sage/CQ Marta Lange Award
Excellence in Academic Libraries
Instruction Section Dudley Award
EBSCO Community College Learning Resources Award
Instruction Section Innovation Award
Innovation in College Librarianship Award
Excellence in Academic Libraries
Excellence in Academic Libraries

WGSS Career Achievement Award
Marta Lange/SAGE-CQ Press Award
Routledge Distance Learning Librarianship Conference Sponsorship Award
ACRL CLS Innovation in College Librarianship Award
CLP ProQuest Innovation in College Librarianship Award
Academic/Research Librarian of the Year
Academic Excellence
ACRL RBMS Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Awards (Division One: Expensive)
Academic Research Librarian of the Year
Women's and Gender Studies Section career achievement award
Excellence in Academic Libraries (university award)
ACRL/IA Innovation Award
2015 IS Award
IS Innovation Award
Early-Career Librarian
Leab American Book Prices Current Exhibition Catalog
Miriam Dudley Award, ACRL Instruction Section
EBSS Distinguished Librarian Award
CJCLS EBSCO Learning Resources Program Award
Instruction Section Innovation Award
College
EBSCO-CJCLS Leadership
Proquest Innovation in Libraries Award
Leab Award
Rockman
ACRL Information Literacy Innovation Award
Ilene F. Rockman Instruction Publication of the Year Award
Innovation in College Librarianship Award
RBMS/Leab Exhibition Awards
Rockman
Innovation in College Librarianship
Routledge Distance Library Services Award

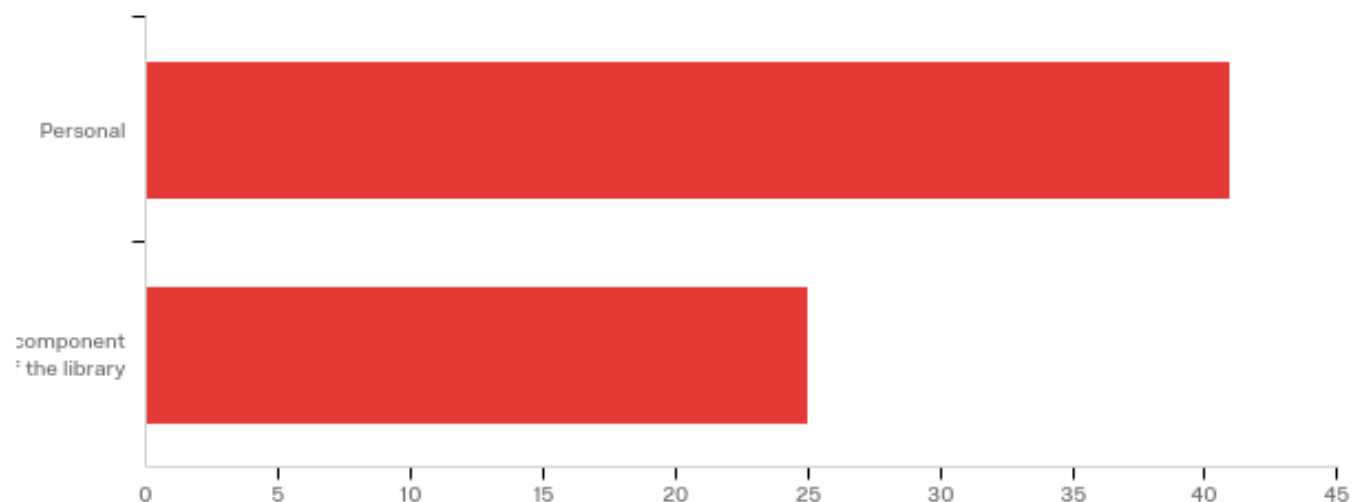
ACRL Academic Library of the Year
Hugh A Atkinson
EBSS Distinguished Education/Psychology Librarian
WGSS Career Achievement Award (2016), 2 WGSS Significant Achievement Awards (2012, 2007)
Miriam Dudley Instruction Librarian Award
Instruction Section Publication of the Year 2004
Dudley Instruction
Leab Exhibition Awards
Distance Librarian of the year
CJCLS Ebsco Learning Resources Leadership Award

Q2 - What year did you receive the award?



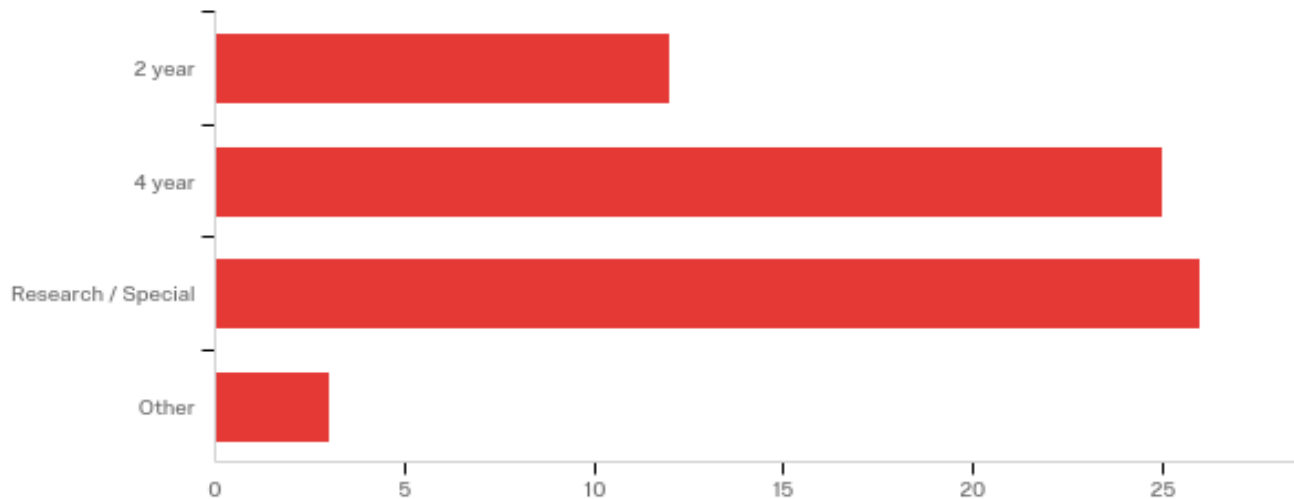
#	Answer	%	Count
1	2016	31.75%	20
2	2015	17.46%	11
3	2014	19.05%	12
4	2013	15.87%	10
5	2012	15.87%	10
	Total	100%	63

Q3 - Was the award for personal recognition or was it awarded to the library (or some component of the library)?



#	Answer	%	Count
1	Personal	62.12%	41
2	Library / component of the library	37.88%	25
	Total	100%	66

Q4 - What type of academic library were you working at the time?

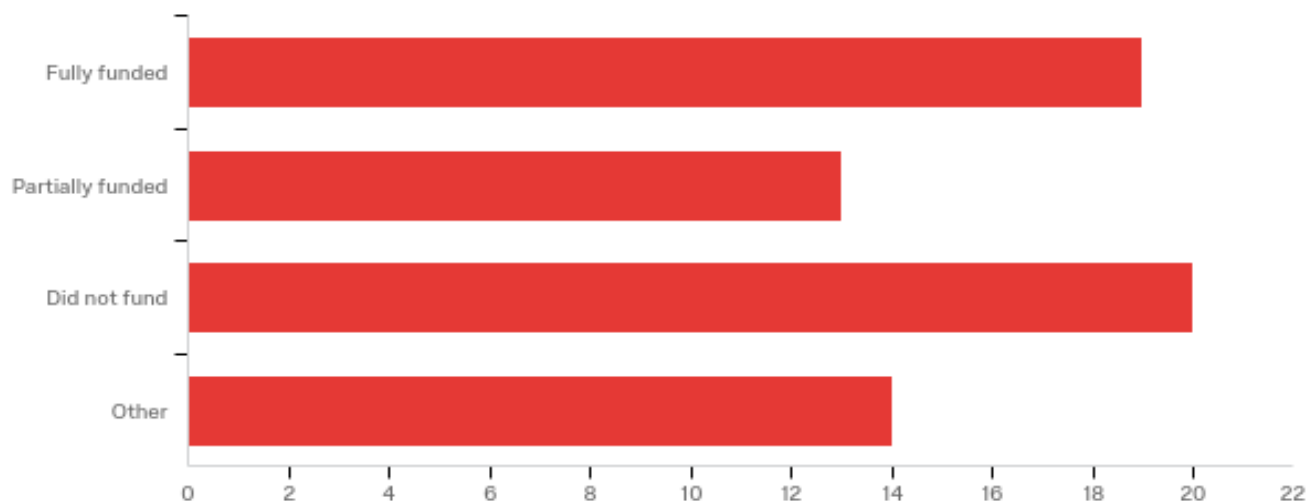


#	Answer	%	Count
1	2 year	18.18%	12
2	4 year	37.88%	25
3	Research / Special	39.39%	26
4	Other	4.55%	3
	Total	100%	66

Other

Other
consortium
I had retired from the UCLA Library at that time & was working part-time at my local community college library (Pierce College--2 year)
4 year + Masters at fully online u

Q5 - Did your institution fund your travel to accept the award?



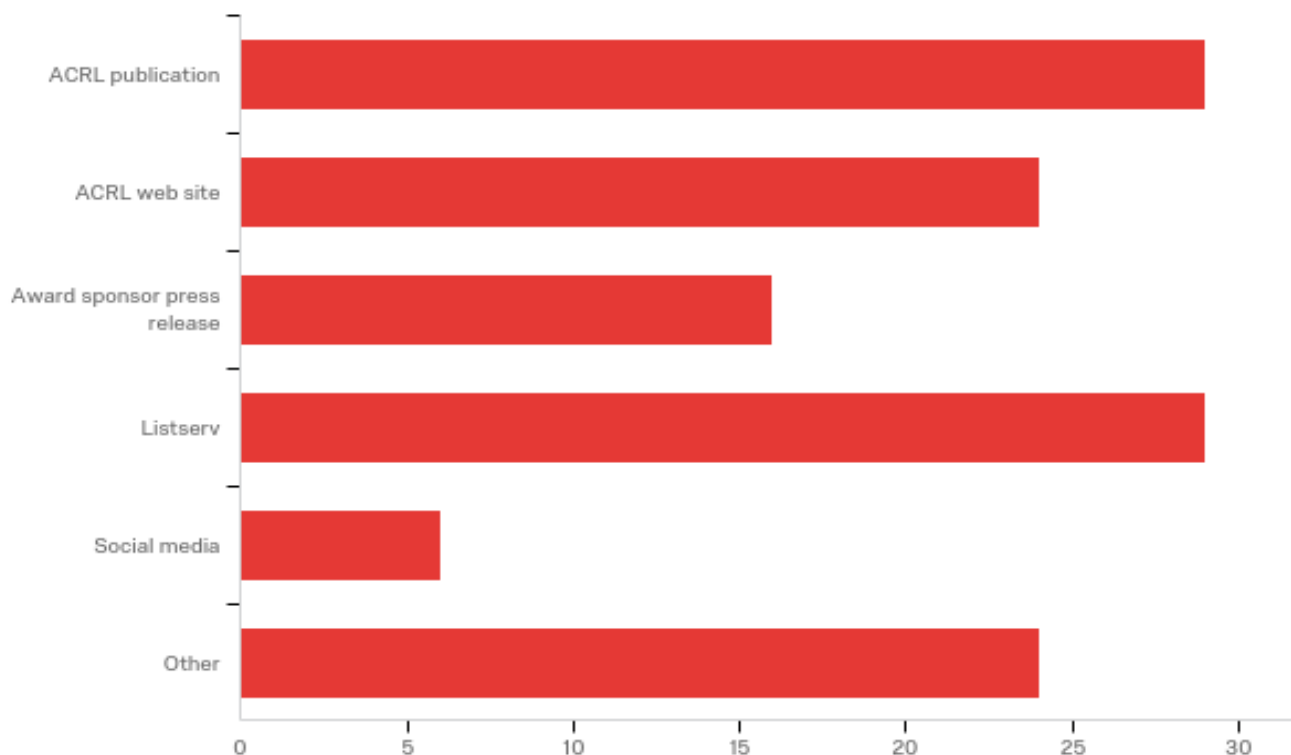
#	Answer	%	Count
1	Fully funded	28.79%	19
2	Partially funded	19.70%	13
3	Did not fund	30.30%	20
4	Other	21.21%	14
	Total	100%	66

Other

Other
Award delivered onsite
NA YBP came to my library
The award was presented on campus.
Couldn't attend, co-awardee accepted
They funded one member of our 3-person team (not me).
Didn't know about it in time to travel
Award presented on our campus
N/A--President of ACRL came to us
I was traveling to the ALA conference anyway, so was able to accept the award.

Award was given on campus
Since I was retired & just working part-time, there was no institutional funding source for my travel
other accepted award
Fully funded but as part of normal conference travel
Was not able to attend due to conflict (out-of-state workshop)

Q10 - How did you hear about the award? Check all that apply.



#	Answer	%	Count
1	ACRL publication	45.31%	29
2	ACRL web site	37.50%	24
3	Award sponsor press release	25.00%	16
4	Listserv	45.31%	29
5	Social media	9.38%	6
6	Other	37.50%	24
	Total	100%	64

Other

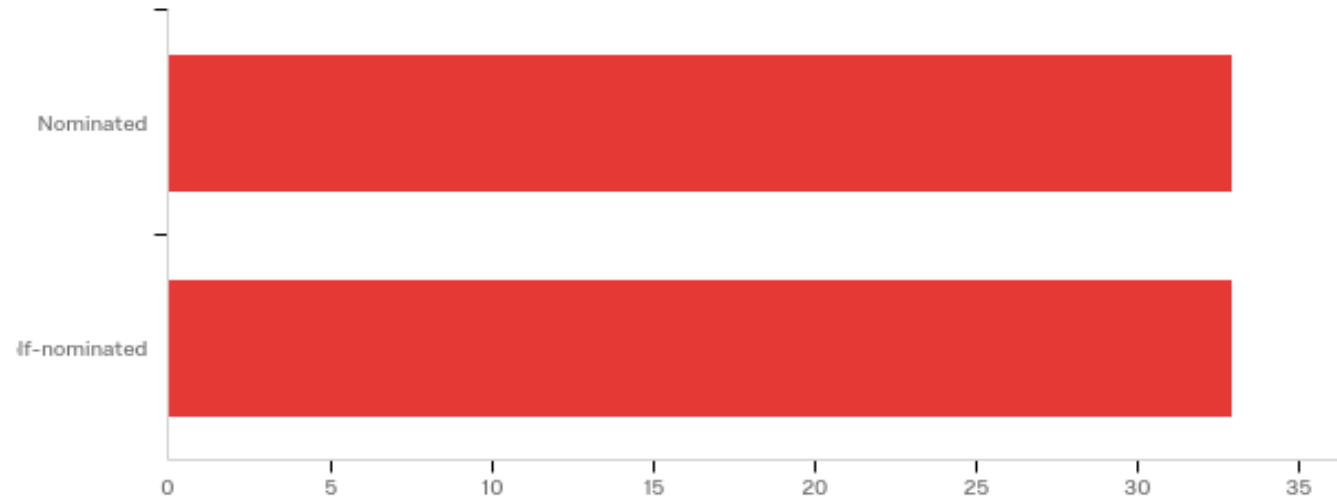
Other

Long-time involvement in CJCLS and ACRL, so was familiar with awards.

Personal knowledge of Hugh Atkinson

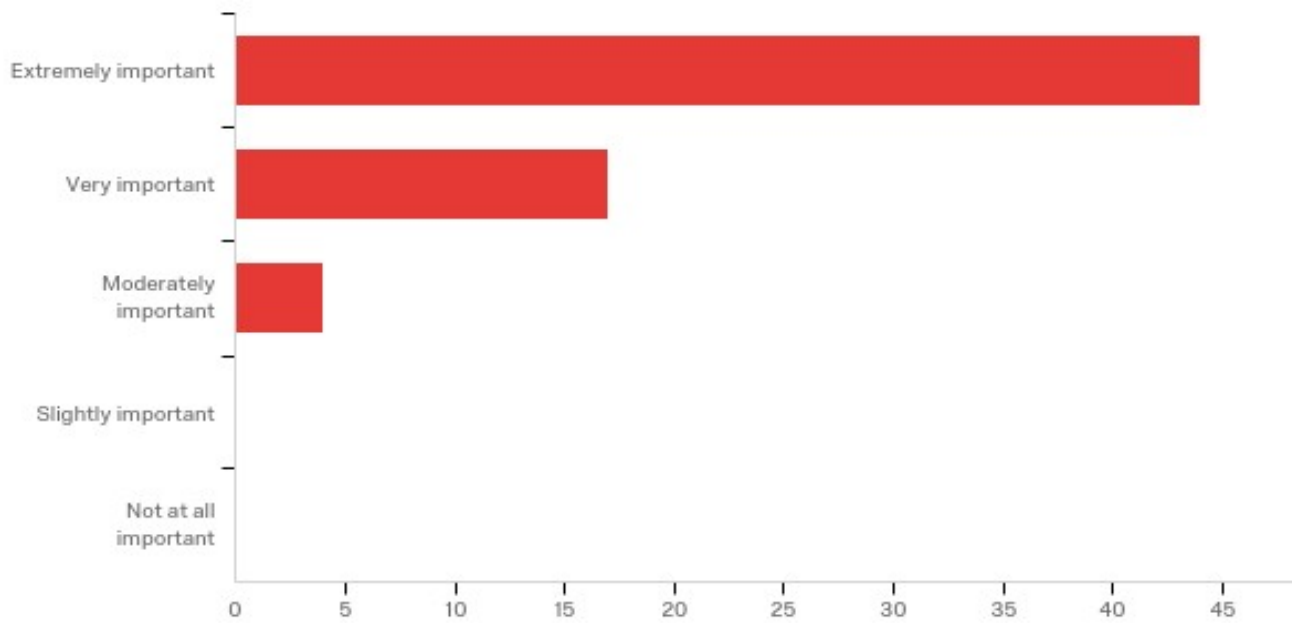
Direct notification from award committee
colleague
through the Section
I think a colleague mentioned it.
Not sure whether you are asking how I heard that I'd been selected (via email) or how I know about the award (years of working with the section).
Call from Committee Chair
staff member brought it to my attn
colleague
One of my colleagues
Email forwarded by my supervisor
My dean
My boss is active in ACRL and told me about it.
ACRL committee service
Colleague
Our Rare Books librarian informed me of the award.
I have known about the award since beginning my involvement with the section
From WGSS meetings and annual award ceremonies
I knew about the award from the time it was established
I remember when it was established in the early 1990s
email from ACRL official
News releases in American Libraries
Know former recipients

Q8 - Were you nominated or did you self-nominate?



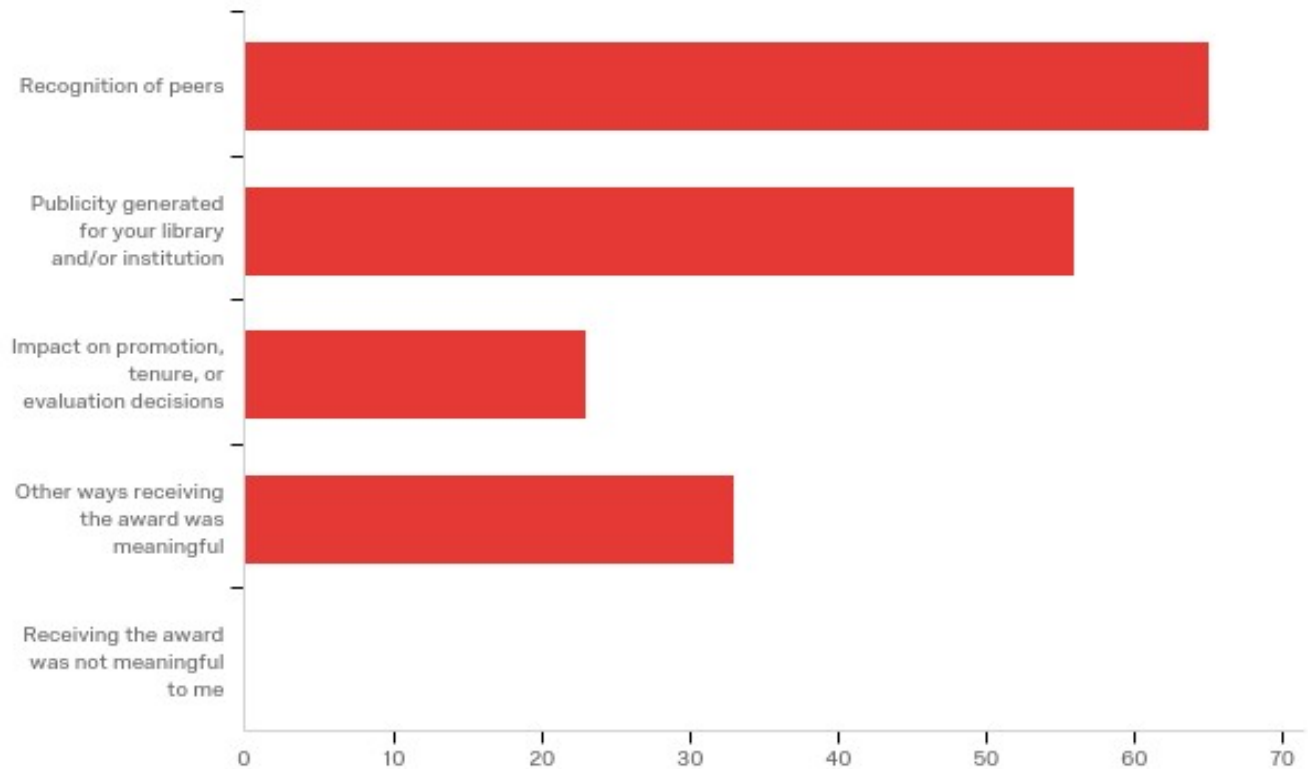
#	Answer	%	Count
1	Nominated	50.00%	33
2	Self-nominated	50.00%	33
	Total	100%	66

Q9 - How important is it that ACRL give awards?



#	Answer	%	Count
1	Extremely important	67.69%	44
2	Very important	26.15%	17
3	Moderately important	6.15%	4
4	Slightly important	0.00%	0
5	Not at all important	0.00%	0
	Total	100%	65

Q11 - How was receiving the award meaningful to you? Select all that apply.



#	Answer	%	Count
1	Recognition of peers	97.01%	65
2	Publicity generated for your library and/or institution	83.58%	56
3	Impact on promotion, tenure, or evaluation decisions	34.33%	23
4	Other ways receiving the award was meaningful	49.25%	33
5	Receiving the award was not meaningful to me	0.00%	0
	Total	100%	67

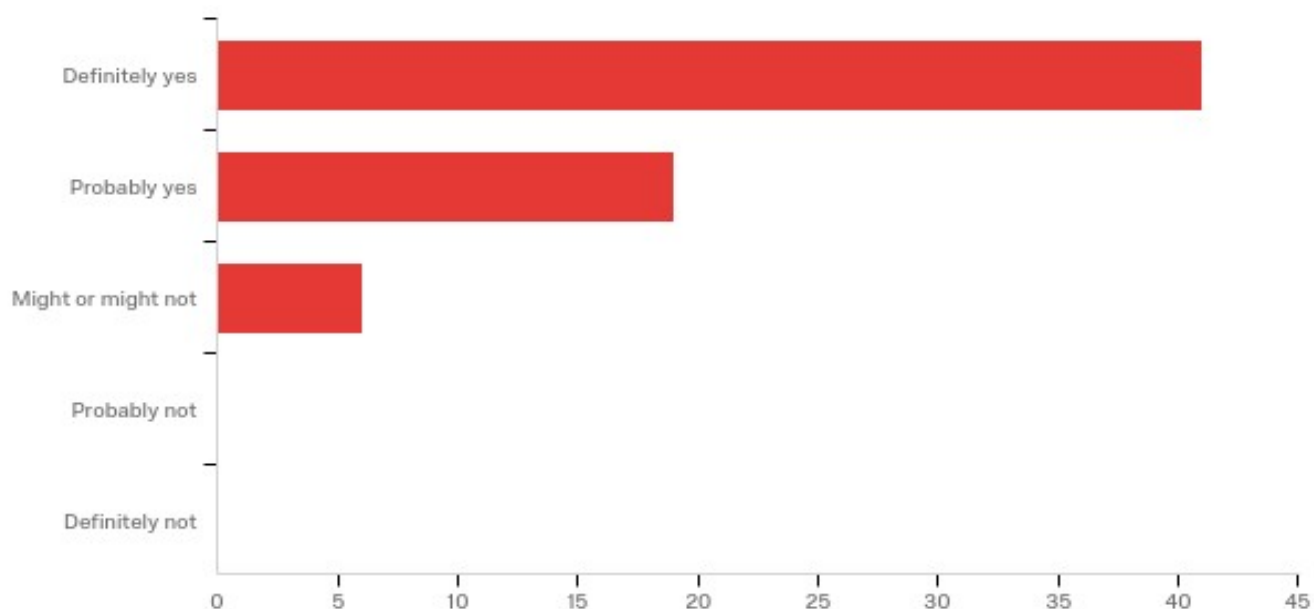
Other ways receiving the award was meaningful

Other ways receiving the award was meaningful

Fundraising

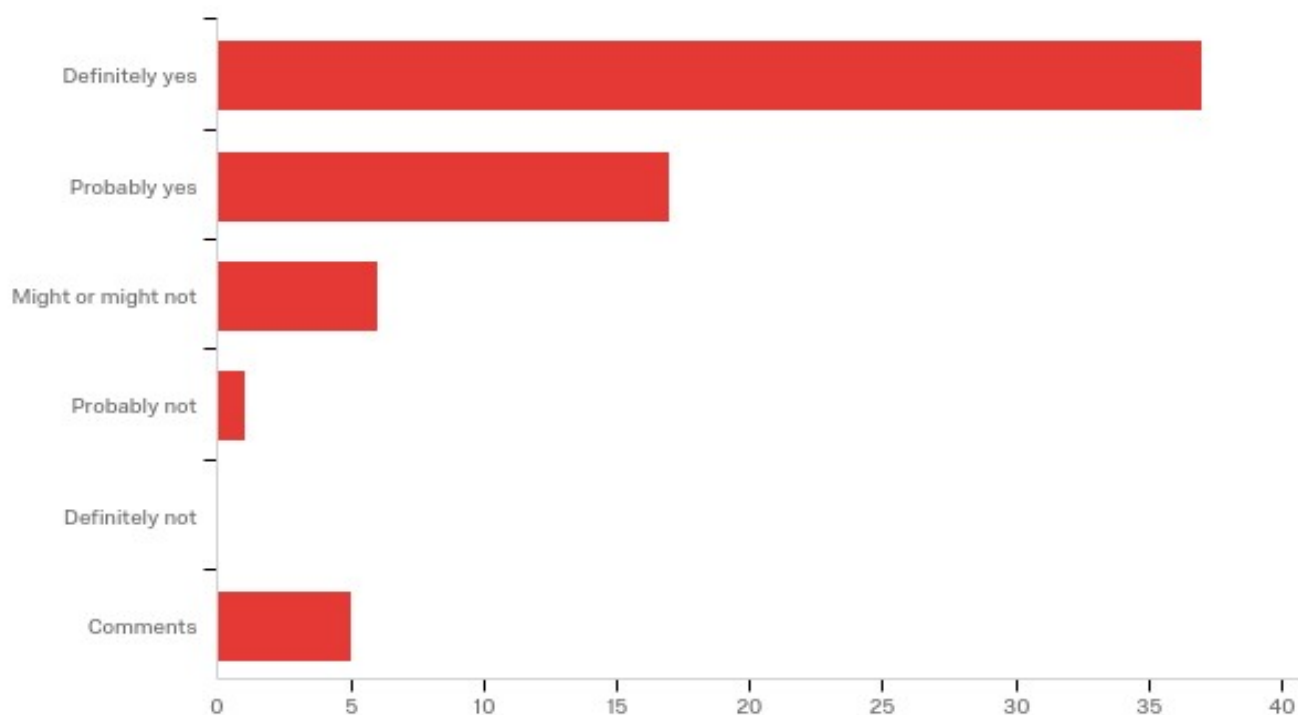
Other librarians and staff who were involved were recognized.
This is the top national award for work in library instruction so it was sort of a "life achievement" thing for me. My award plaque actually hangs in my office, diplomas don't.
Being able to accomplish the project
Since the award was presented on campus, it gave us an opportunity to increase the visibility of the library and a reason for some inclusive celebrating.
I worked for Hugh before he passed away. He was a mentor and inspiration to me, so receiving an award named for him was special.
Fulfilled ambition of exhibition curator
Recognition of my staff
Got the attention of our administration to move ahead with renovation of our space
It made our work public; many libraries thought it was a good solution and reached out to us about implementing a similar project at their own institutions.
local validation with faculty and administration
Recognition of the importance of the library on campus by upper administration, Board of Trustees etc
Compliments of non-library colleagues at my university
Recognition from faculty, not just peers.
Recognition for the staff
Signaled to our university that our library and its staff are exceptional
It allowed me to attend for the first time and opened my eyes to the association
Promotion of our special collections
It provided me with public speaking opportunities and helped me launch a side business
I think it helped buy our library credibility with campus administrators...
Community recognition - showing that we have employees that are recognized nationally.
Not so much recognition of peers, but the award meant someone might read our article and get some use out of it.
Influential within campus structure
Justification for the program/event
It meant so much to me to be able to share hard-earned knowledge and experience with others over the years, and to see my students and colleagues succeed, maybe slightly/partly due to some of my help.
It meant so much to me to be able to share hard-earned lessons, concepts, methods & techniques, as well as history of development of what is now known as "information literacy"
Opportunity to recognize my mentors
recognition of others who corroborated
Coincided with related book publication

Q12 - Is seeing the accomplishments of previous ACRL award winners motivational to others?



#	Answer	%	Count
1	Definitely yes	62.12%	41
2	Probably yes	28.79%	19
3	Might or might not	9.09%	6
4	Probably not	0.00%	0
5	Definitely not	0.00%	0
	Total	100%	66

Q13 - Does the award that you won, and the accomplishments of the award winners, serve as a standard of excellence for other academic librarians?



#	Answer	%	Count
1	Definitely yes	56.06%	37
2	Probably yes	25.76%	17
3	Might or might not	9.09%	6
4	Probably not	1.52%	1
5	Definitely not	0.00%	0
6	Comments	7.58%	5
	Total	100%	66

Comments

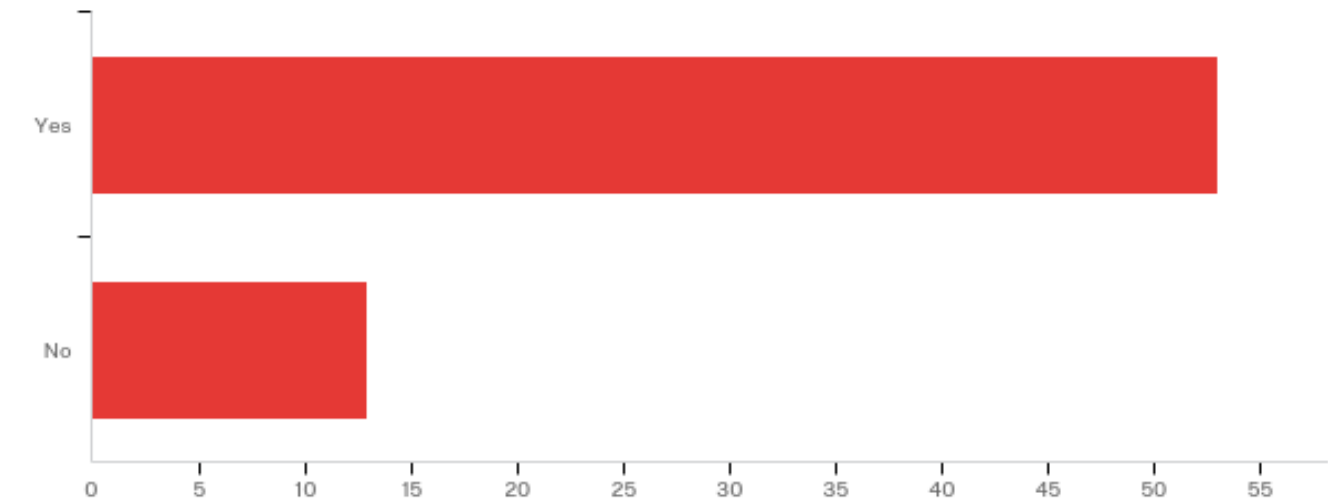
Comments
Yes, and yet I am still slightly astonished to find myself in such excellent company!
Possibly - I don't know

We did not win the first year we applied, but my boss (and by then, several other librarians) had it on our radar and we really wanted it. We thought about ways to measure, assess, and demonstrate learning. We were already doing a lot of these things, but having it in the back of my mind gave me a little push to get things across the finish line.

Again, as with the other survey I filled out for my other Award, I said Definitely Yes, but when I clicked on Comments, that option was blanked out. I would say Definitely Yes, but you would need to ask others who have not received awards.

I selected Definitely Yes, but when I went to add Comments, that choice was removed. Actually, I sure hope the answer is Definitely Yes, and it was for me, but you would have to ask others who have not received any of these awards.

Q14 - Did you receive a monetary prize with the award?



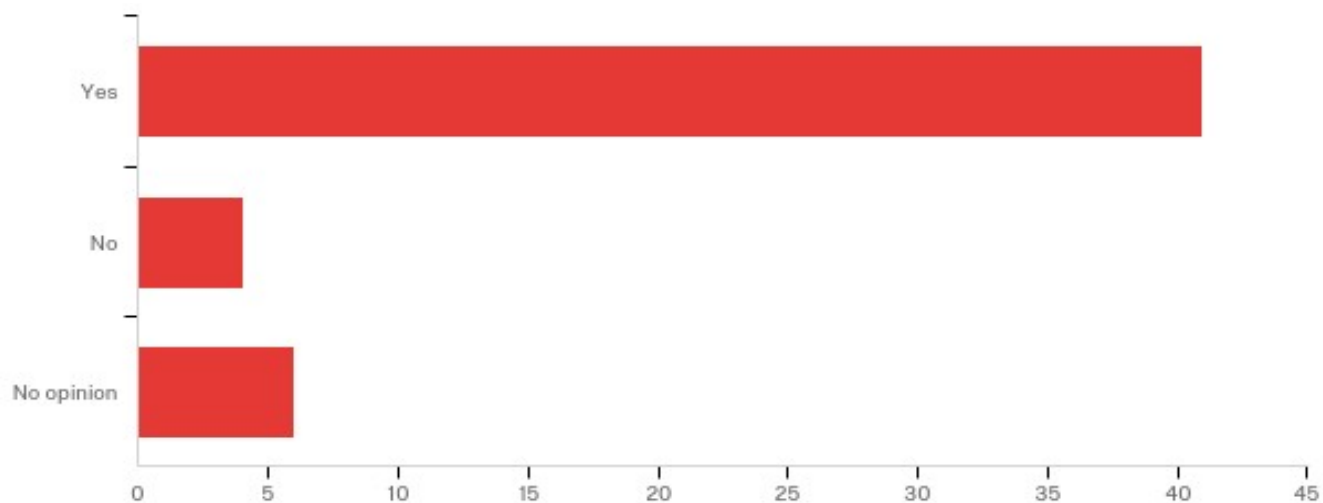
#	Answer	%	Count
1	Yes	80.30%	53
2	No	19.70%	13
	Total	100%	66

Q15 - If yes, what was the amount?

If yes, what was the amount?
3000
\$750
3000 split between 2 libraries
\$3000 from YBP
1500 (\$3000 split between two people)
\$3,000
2,500 Euro
Don't remember. May have been \$5,000.
~\$3,500
I think it was \$5000
5000
3,000
\$1,000
3000
\$1000
1,500
\$1000 (1/3 of \$3000)
\$3,000
3,000
1000
\$1200.
\$1,000
1000 per person (3000 total)
\$5,000
\$3000
\$5000
\$2,000
3000

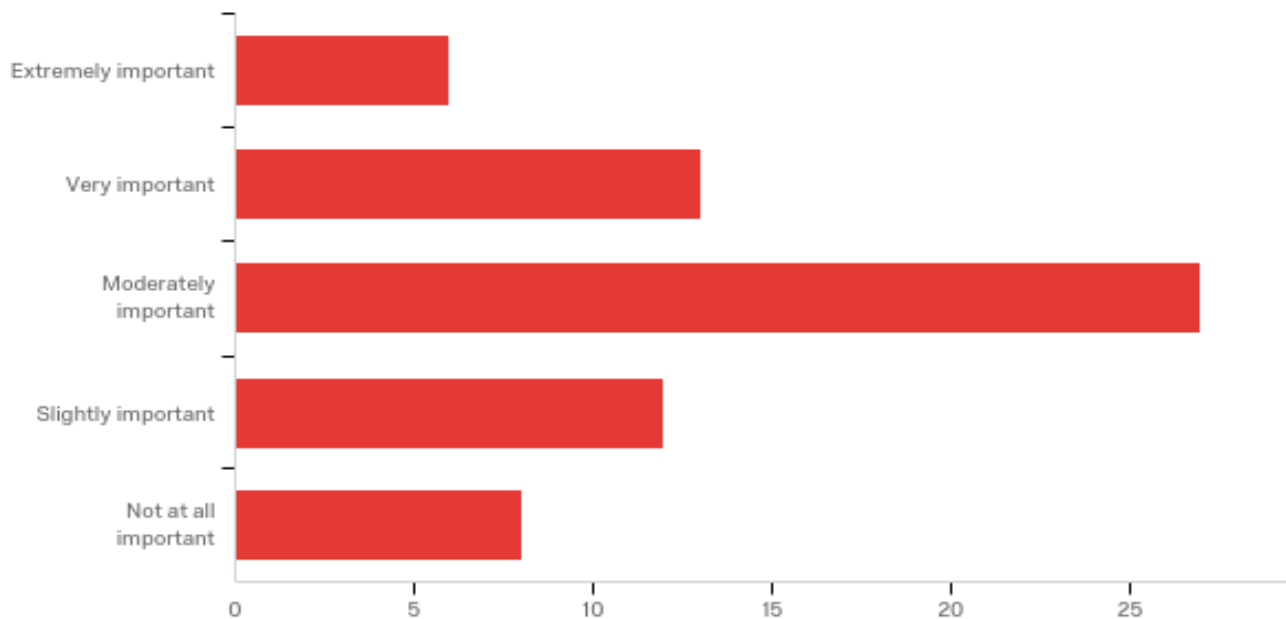
\$3000 (split three ways, \$1000 each)
\$1000
I think \$350 travel stipend
1000
2500
750.00
\$1500
\$ 3,000
800.00
1400
\$1000 (\$3000/3)
\$3000 split with colleagues
\$3000 (split between two of us)
\$3000 (donated back to our school)
3000
1200
\$2,600
\$4,000
\$1000 (I think?)
\$1000
\$500 (I think--shared with my co-author)
750

Q16 - Do you think it was adequate for the type of award received?



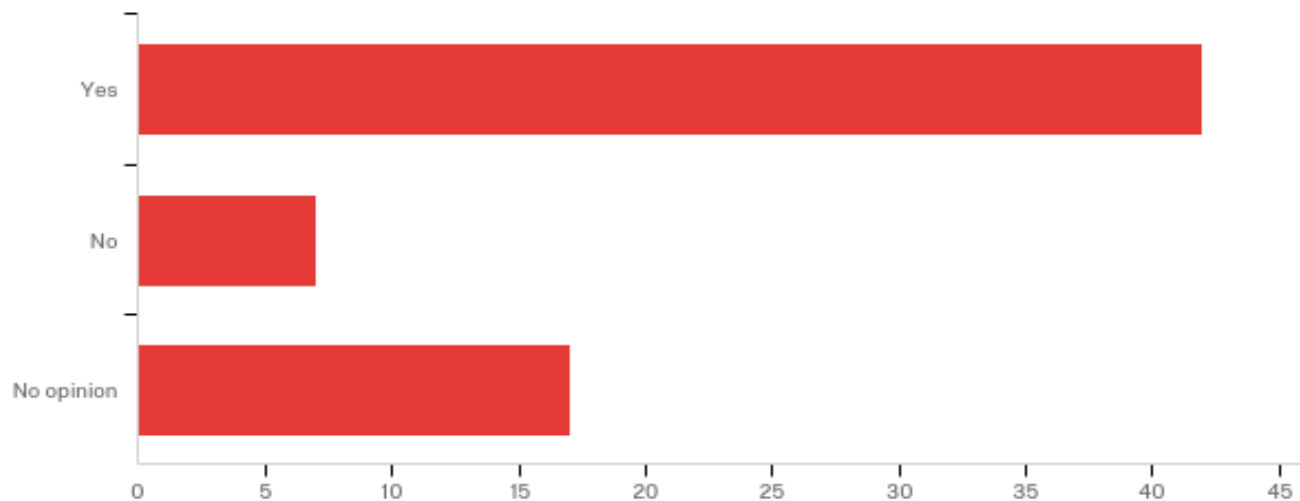
#	Answer	%	Count
1	Yes	80.39%	41
2	No	7.84%	4
3	No opinion	11.76%	6
	Total	100%	51

Q17 - Overall, how important is a monetary component for an award?



#	Answer	%	Count
1	Extremely important	9.09%	6
2	Very important	19.70%	13
3	Moderately important	40.91%	27
4	Slightly important	18.18%	12
5	Not at all important	12.12%	8
	Total	100%	66

Q19 - Is \$1,000 an appropriate minimum amount for an award?



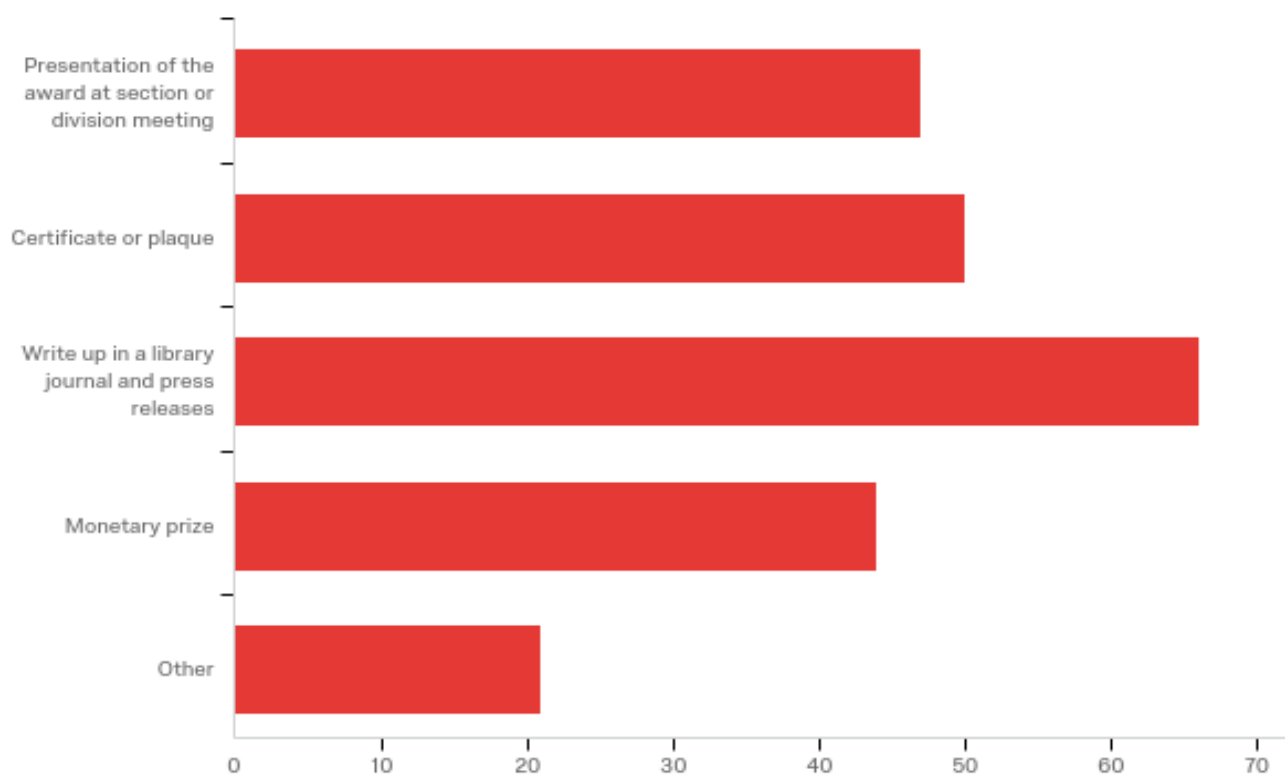
#	Answer	%	Count
1	Yes	63.64%	42
2	No	10.61%	7
3	No opinion	25.76%	17
	Total	100%	66

Q20 - If no, what would be an appropriate minimum amount?

If no, what would be an appropriate minimum amount?
10000 for an institution
I think it depends on the award. \$2,000 minimum for individual awards, \$3000 minimum for library wide award.
\$2500
\$300.00
\$2,500
\$2500
\$2500

Q21 - Please select from the below list components that make the award meaningful?

Select all that apply.



#	Answer	%	Count
1	Presentation of the award at section or division meeting	71.21%	47
2	Certificate or plaque	75.76%	50
3	Write up in a library journal and press releases	100.00%	66
4	Monetary prize	66.67%	44
5	Other	31.82%	21
	Total	100%	66

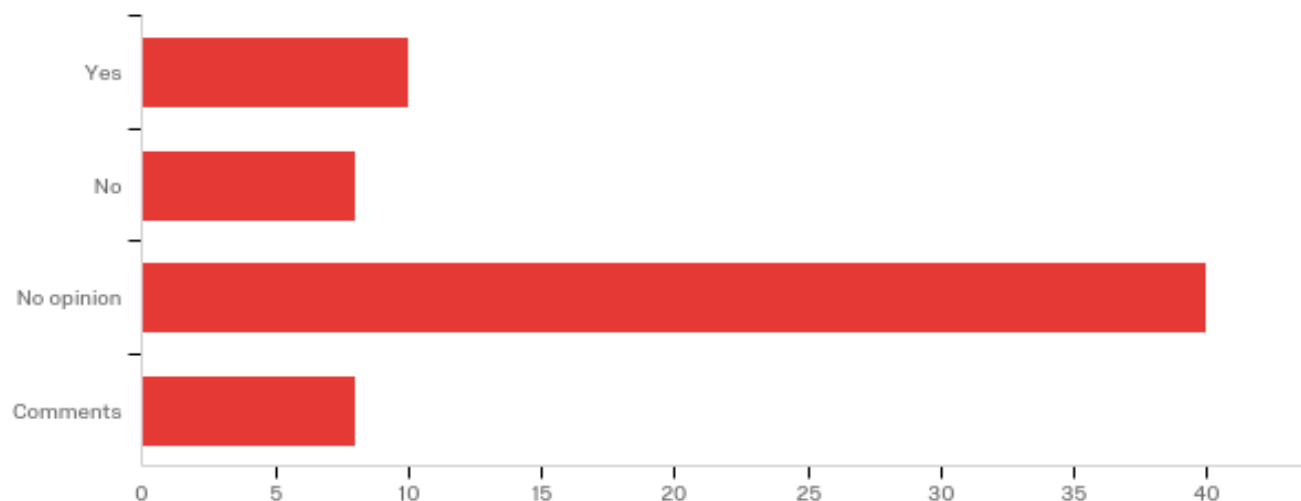
Other

Other

Communication from ACRL to college officers about the award and why the recipient was presented with the award.

Publicizing the award in and of itself. Explain to membership that it's the only award in a particular area.
The social media buzz from my peers was also very meaningful.
Being able to travel abroad to do research
Presentation on campus.
My staff threw one special party to celebrate.
Visit from ACRL President to our College was very meaningful.
Written up in local media, interviewed by donor for their web site
Presentation of the award at a ceremony hosted by the institution
promotion of the award winner in Section publications and social media
Campus ceremony with ACRL presenting the award was meaningful. Presentation at an ACRL event would have been wonderful but we didn't know about it in time to attend. That was disappointing. The monetary prize turned out to be more trouble than it was worth - the college had no easy way to funnel the money to the library so it ended up in general fund.
Not sure whether I'll have another chance to comment about monetary prizes: I didn't receive one. It would have been nice, but the award was very meaningful to me, even without the money. \$1000 may be difficult to get from a sponsor these days for section awards. The sponsors of our section awards stopped the sponsorship and we haven't been able to find other sponsors.
Inclusion on CV or resume as an accomplishment
Our presentation was not very eventful, actually would have liked an event where this was done, not just before a panel.
President of ACRL came to present the award; provost, fellow deans and others could be present to hear about it. Way better than money!
It's a great bio-line.
Publicity at my institution and within the community we serve.
It was all meaningful to varying degrees -- getting money was just icing on the cake.
Award given at on campus event
Generates PR for the home library
Peer recognition

Q24 - ACRL currently offers 21 awards. Do you think ACRL should offer more awards?



#	Answer	%	Count
1	Yes	15.15%	10
2	No	12.12%	8
3	No opinion	60.61%	40
4	Comments	12.12%	8
	Total	100%	66

Comments

Comments

This depends. Too many awards for every little thing will make the overall group of ACRL awards less meaningful.

The selection process might need some work before more are offered. Some of the awards come across as vanity awards - e.g. such and such a person has been in the field for 40 years, let's give them an award.

I think that there is a skewing of recognition towards university and college librarians. As I read the criteria for many of them, the work of community college librarians would not necessarily qualify. So I have wondered whether they should be other awards that more address the community college world, but I'm not really sure of this. It's just something that has crossed my mind.

Hard to say-- I am not aware of all 21 awards. If they don't overlap or compete with each other, it is probably an appropriate number. If 21 leaves gaps in award recognition, maybe it's not big enough.

I don't think the number is the issue; the issue is whether the award represents something meaningful in the Division

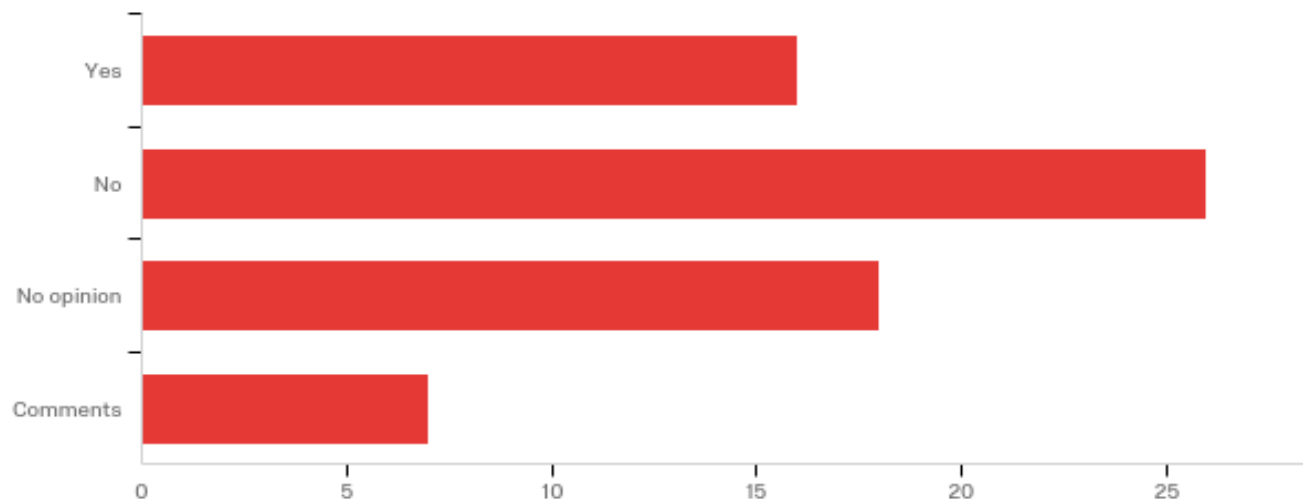
It sounds sufficient, especially because some awards do not have a monetary component.

Appreciate your asking for responses and comments. I think awards are extremely important, and given the size of

ACRL, I think the number of awards and should be expanded. For instance, someone proposed a Teaching Librarian Award once for the Instruction Section. I'd suggest surveying the ACRL membership at large for comments and ideas on existing awards and other possible awards.

Poorly framed question. Whose to know without a listing of the awards, their rationales, and any sponsor intent

Q25 - Do you think more awards would dilute the prestige of ACRL's award winners?



#	Answer	%	Count
1	Yes	23.88%	16
2	No	38.81%	26
3	No opinion	26.87%	18
4	Comments	10.45%	7
	Total	100%	67

Comments

Comments

Maybe, think there should be more awards for practicing librarians versus those conducting research

Not sure.

Not necessarily. There are a variety of types of academic libraries with different types of constituencies. As our profession changes, it might be that new awards recognize new directions that aren't being focused on now.

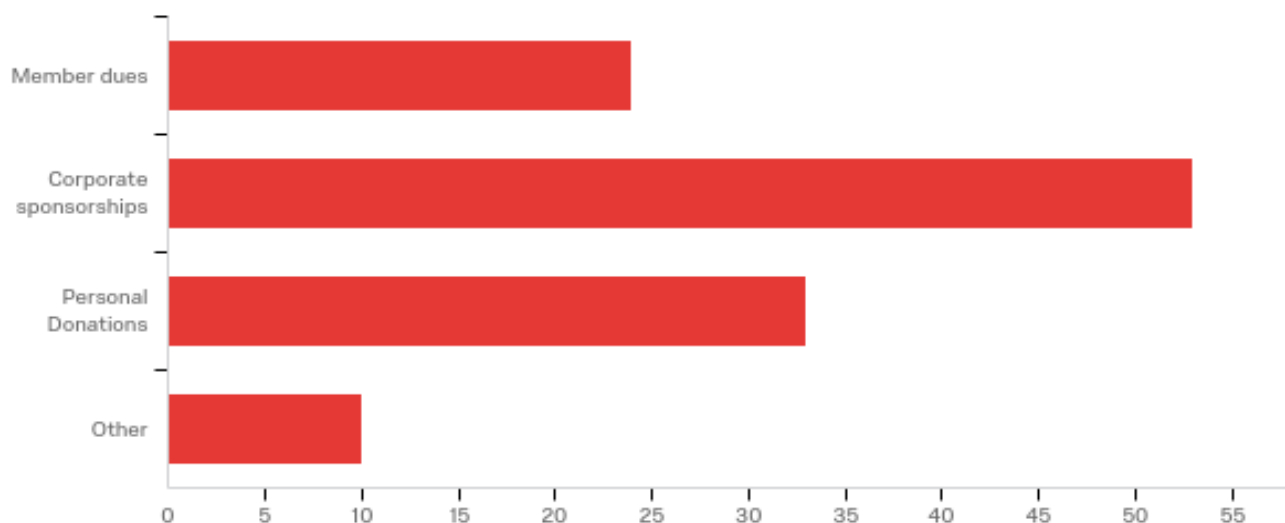
Similar to previous Q&A, if the awards provide comprehensive and appropriate recognition (not too much to overlap or compete, not too little to leave gaps in areas of recognition), it shouldn't dilute the prestige.

I don't really have an opinion, but I would say "probably."

I think awards for quality work is important. More or fewer awards is less important than showing off good work. Giving an award just to give it is a problem.

Question needs to be reframed. See above and add consideration for possible obsolescence and emergence of new worthwhile categories

Q26 - If ACRL added more awards, how do you think they should be funded? Select all that apply.



#	Answer	%	Count
1	Member dues	37.50%	24
2	Corporate sponsorships	82.81%	53
3	Personal Donations	51.56%	33
4	Other	15.63%	10
	Total	100%	64

Other

Other
I wouldn't mind if a portion of my dues went to recognizing excellence among my peers.
Depends on the awards. Corporate sponsorships might work very well for division awards. Section awards may be more difficult to get corporate sponsors for.
I think a mixture of all three sources would be appropriate.
All of the above
I don't think ACRL should offer more awards.
I truly don't think people do this for prize money. We donated most of our money to a local elementary school to improve their library....and kept back a modest amount to have a celebratory dinner for the library staff. Nice, but not AT ALL why we worked so hard to position ourselves to win the award.

Use them ALL!
Endowments
This is hard to answer without knowing the parameters; also, as with several other items, I feel like the real answer differs with the award in question

Q22 - Please elaborate on any answers here, or provide additional comments on anything that was not covered by the survey.

Please elaborate on any answers here, or provide additional comments on any...
Mine was a very personally meaningful award and it is something I can use for promotion purposes.
Regarding monetary awards: Because news of the award came after our travel allotments had been determined (and I had not requested travel for the conference at which I would be receiving the award), I thought at first I would be using my award money to fund my trip. However, my institution came through with additional funds. I wonder how often award winners find themselves in a similar situation? I'd like to think most award winner's institutions would fund their travel. I also felt a little awkward about the the prize money, since I did have to do some of the work on my publication while at work (although the bulk of the work was done outside of my general work time).
Since exhibitions are stressed as meaningful and important components of library activities, I would like to see recognitions for excellence in library exhibitions not just the publications that accompany the exhibitions.
Other professions have a host of awards so I don't think we're overdoing it.
Thanks! The award was a great boost for my career and vindication for some risk-taking work.
The focus should be not on the number of awards per se but on their purpose, what is achieved -- materially and symbolically -- by creating them and whether they are closely connected to the abiding goals and values of the profession. The risk is not so much "dilution" as "trivialization".
The Excellence in Academic Libraries award was an important turning point for our library; thank you for making that award possible.
I cannot possible explain how meaningful it was to receive the award. Many of us work for years without recognition at our jobs and only the pleasure of each other's company on professional committees or comments on our publications. This award, at least for me, is something that I will always cherish, as recognition from my professional peers. I think that we need that.
I would have chosen that the award has an affect on tenure/promotion if I had still had faculty status when I was awarded, but at that point I was in an administrative/professional position.
My institution did not fund my travel, however, the wording of the award implies that the \$1200 award is to support attending ALA annual, so I'm not sure if my institution might have funded my travel if the award didn't say this. Regardless, travel funding is tight at my institution.
I think the awards are either too specific or to broad. I sometimes feel like I cant be sure if i am eligible or not becauese of these reasons. Also, some have been discontinued, and that is very confusing when moving forward.
I was extremely honored to receive the award!
The only issue I had was not being notified earlier that there would be recognition at ALA. I think this should be conveyed at the time the award is announced to the winner.
The award was meaningful particularly for an exhibition project that was housed in a museum, but relied heavily on its research library.
It would be helpful to track winners of the major awards. It seems that most awards go to research ones and prestigious colleges; it's hard to be recognized with an individual award if you are not from that type of institution or if you haven't served on the ACRL board
The award I received was publicized broadly within my institution and the community served by the institution. It was important for the institution in highlighting national recognition of an employee.
Thank you for the effort that went into recognizing library work. As important as it is for us individually, for our schools and even our profession, this type of recognition is rare. Thank you for making it possible, and for helping us celebrate both creativity and hard work in this, our mutual passion!

If award is given at ALA the awardee should be able to say a few words

The latter items were very difficult to answer in a global sense. I do think there are definitely top-tier awards, second-tier awards, and below. The former are definitely meaningful and should be supported, through dues or personal donations, if needed; others, I would argue might not bear the same measure of support, or might not warrant being treated as comparable. But, it's impossible to make global statements about such a diverse awards program.

Thank you for asking. I suggest that you conduct this survey among all ACRL members for their comments and feedback, including their ideas for additional awards.

Appreciate your asking for responses and comments. I think awards are extremely important, and given the size of ACRL, I think the number of awards and should be expanded. For instance, someone proposed a Teaching Librarian Award once for the Instruction Section. I'd suggest surveying the ACRL membership at large for comments and ideas on existing awards and other possible awards.

I applaud the intent of the survey, but this instrument really needs work. Why don't you consider focus group analysis?

Q15 - Topics



No results to show

Answer	%	Count
Total	100%	0

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PRESENTERS

Mark Ayling

Product Marketing Manager, Senior
ProQuest

Mark is a Senior Product Marketing Manager focussing on subscription databases including ABI/INFORM and ProQuest Central. He has worked for ProQuest for 6 years and is based in Cambridge, UK.



Zoe Loveland

Director of Market Development
ProQuest

Zoë is an experienced Marketing Professional who has worked within some of the largest organisations in the Publishing and Information industry. During her career she has worked in key marketing and planning roles across the major market segments of Trade Publishing, B2B, STM and the Academic sector. Her current position involves building and leading ProQuest's market development programmes across Europe, Middle East, Africa.



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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Guidelines for Recruiting Academic Librarians

Submitted by: Marla Peppers, ACRL Standards Committee Chair

Date submitted: June 15, 2017

BACKGROUND: The Screening and Appointment of Academic Librarians Using a Search Committee Task Force was appointed by the ACRL Board of Directors in February 2015 with the charge:

The Screening and Appointment of Academic Librarians Using a Search Committee Task Force (SAALSC TF) will review the existing SAAL Guideline guidelines in order to determine if they continue to be of use to the profession. If the guidelines are determined necessary, the SAALSC Task force will review the existing guidelines and recommend revisions, if required. Such revisions would determine if the existing outline is aligned with hiring best practices across the Higher Education industry. As needed, the Task Force should review a broad spectrum of current academic search committee guidelines and identify those most relevant to current library practices. If necessary, the Task Force will solicit input from the College and University Professional Association for Human Resources, as well as other external stakeholder organizations. The Task Force will also work with the ACRL Standards Committee to ensure that the leadership and membership of ACRL have ample opportunity to comment, discuss and provide feedback on the revised guidelines (as detailed in the ACRL Guide to Policy and Procedures - 14.5 Preparation of Standards and Guidelines.)

Task Force members included: Brian William Keith (Chair), Tiffany W. Allen, Bridget J. Burke, Pat Hawthorne, Melissa A. Laning, and Carole Urbain.

The Task Force completed a draft revision of the ACRL Guideline for the Screening and Appointment of Academic Librarians in winter 2016 with input from the Academic Library Personnel Officers email list (PERS-L) and the ACRL Personnel Administrators & Staff Development Discussion Group (PASDODG).

During their initial review, the ACRL Standards Committee requested that the Task Force obtain additional input from the ACRL membership on their document. The Task Force sought additional comments on the draft through C&RL News, ACRL Update, and the ACRL Insider blog during winter 2017 and made additional edits based on feedback. During this revision process, the title of the document was changed to Guidelines for Recruiting Academic Librarians. The Standards Committee reviewed and voted to approve the new draft guidelines in June 2017.

ACTION RECOMMENDED: That the ACRL Board of Directors approves the Guidelines for Recruiting Academic Librarians as a revision of the 2009 ACRL Guideline for the Screening and Appointment of Academic Librarians.

IF PERTINENT: Have other stakeholders been consulted? If so, please identify stakeholders and their comments about this action.

STRATEGIC GOAL AREA SUPPORTED: Please add additional sheets as needed to explain. (Select the goal area that will be affected most by this action.)

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs, services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

MOTION: ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

American Library Association Association for College & Research Libraries

Guidelines for Recruiting Academic Librarians

The Guidelines for Recruiting Academic Librarians have been developed to serve as an outline of the prototypical recruitment process¹. Within academic and research libraries, recruitment for a librarian position may follow different processes depending on the employment category used for librarians or other factors at that particular institution. Librarians may be hired as faculty (tenure-track or non-tenure-track) appointees, academic appointees, or as administrative or professional staff.

The primary objective of these guidelines is to outline the overall recruitment process and serve as a framework for managing librarian recruitments in a strategic, proactive, and consistent manner. This framework is written to accommodate various appointment types and, accordingly, likely fits none perfectly. Some aspects of these guidelines are more prescriptive while other parts are descriptive. The more prescriptive aspects relate to potentially applicable laws while the more descriptive aspects can be modified to fit institutional and library policy, procedures, and practice.

The primary audiences for these guidelines include library administrators, human resources professionals and staff, and search or screening committees. Libraries of all sizes and types are encouraged to use these guidelines to develop their own local procedures that best fit institutional and library-specific policies, procedures, and practices; staffing models and organizational structures; and applicable laws, regulations, and rules. Candidates may also use these guidelines to inform their understanding of academic library recruitment processes and practices.

It is the responsibility of the senior administration of the library and human resources staff to establish an environment where fair, effective, and transparent searches are possible.

Identifying the Stakeholders and Roles

Recruitment for a librarian actively involves a number of individuals and groups within an academic or research library setting. These may include the following position types or some combination of these as not every organization will have each type of professional. Regardless, all of these roles and responsibilities serve important functions:

- Director/Dean/University Librarian/Vice-Provost (hereafter Director) – As the senior administrator in an academic or research library, this individual is responsible for authorizing the recruitment and/or final hire, and broadly ensuring that recruitment procedures are fair and appropriate.
- Associate or Assistant Director/Dean/University Librarian (hereafter Associate Director or AD) – As the senior division-level administrator, the AD may be responsible for outlining the goals and criteria for

¹ The term “Academic Librarians” is used in these guidelines to refer to librarians in all higher education and research environments.

recruitment. In some cases, this individual may serve as the hiring authority and be responsible for making the final hiring decision.

- **Direct Supervisor** – The individual who serves as the direct supervisor for the position is typically involved in the recruitment. The level of involvement is determined by the institutional and library policies, procedures, practices, and culture. In some cases, the supervisor is directly involved and responsible for developing the position posting independently or with the screening committee. In some institutions, the direct supervisor chairs the search or screening committee, while in other settings the supervisor is not directly involved in the search or screening committee's work; this might be by choice or dictated by policy.
- **Human Resources Professional (hereafter HRP)** – The Human Resources Professional (either within the library or a centralized human resources unit or department) is responsible for managing and overseeing search processes, providing advice on the application of applicable employment laws and institutional policy, and serving as a resource to all parties involved in the recruitment, including candidates. This role also includes providing training on established procedures and best practices. The HRP or library human resources staff often facilitates the work of the search or screening committee, coordinates communication with candidates, arranges for travel, and manages interview logistics. In some institutions, the HRP may serve as either a regular or ex-officio, voting or non-voting member of the search or screening committee. In other cases, the HRP or a human resources staff member may not serve on the search committee, but is available on an as-needed, consultative basis.
- **Search or Screening Committee Chair** – The individual or individuals appointed to chair the search or screening committee are responsible for managing the work of the search committee, consulting with the AD, Direct Supervisor, and HRP as needed. Local policy and practice determines if the chair is the direct supervisor or not, and whether the position is appointed or elected.
- **Search or Screening Committee Members** – Recruitment activities are managed by a search or screening committee. A search committee has broader responsibilities and authority than a screening committee which focuses on the review of applications while other aspects of the recruitment are managed by other parties. The type of committee will be determined by local practice. For the purposes of these guidelines, the more fulsome role and responsibilities of a search committee charged with recruitment for a faculty or faculty-equivalent position are outlined here, and the term search committee or committee is used hereafter. The individuals appointed to the committee are often representatives from throughout the library and may include librarians and/or staff. Search committees may include members from outside of the library, either by choice, or by policy or practice. The search committee members are responsible for ensuring the recruitment attracts the broadest, most qualified applicant pool possible and then reviewing applications, conducting preliminary interviews, coordinating on-site interviews, seeking feedback on candidates, and preparing a recommendation for the hiring authority.

Forming the Search Committee

Forming the search committee is one of the first steps in the recruitment process. While the composition is commonly determined by institutional procedures or policies, the rationale for engaging a search committee, whether appointed or elected, is to maximize and diversify the involvement and input of library and university stakeholders in the recruitment process.

Typically, the Director of the library will be the person authorized to initiate a recruitment and will often initiate the appointment of a search committee.

Role of the Search Committee, Search Committee Chair, and Members

The primary role of the search committee is to strategically manage librarian recruitment by actively planning the stages and timeline of the search, seeking nominees and applicants in order to produce the broadest and most qualified applicant pool possible, screening applicants to identify the most suitable candidates, managing logistics of interviews, conducting interviews, and making a formal recommendation for hire.

These important processes and the inherent decisions involved are delegated by the hiring authority to the search committee in varying degrees depending on the institution and/or the position. With recruitment considered as the first phase in the onboarding of the selected candidate, the search committee plays a critical role in ensuring a successful hire for the organization.

The Search Committee Chair has overall responsibility for managing a proactive, timely, fair, and legal search process. These responsibilities include:

1. leading the committee in all phases of its work;
2. promoting a collegial working atmosphere within the committee;
3. keeping library administrators and staff informed of progress on the search;
4. working with all committee members to follow processes and ground rules;
5. developing a recruitment strategy and advertising plan to encourage a diverse applicant pool;
6. maintaining evaluative equity, consistency, and fairness throughout the process;
7. ensuring compliance with applicable laws, institutional and library policies and procedures, and appropriate human resources standards, guidelines, and frameworks promulgated by library associations, in particular the ACRL's Diversity Standards²;
8. ensuring the committee treats all candidates in a welcoming and professional manner;
9. maintaining confidentiality of the candidates, while balancing the library's expectations or standards for transparency;
10. maintaining communication with candidates, and keeping them informed of the process and timelines;
11. ensuring all candidates are provided with appropriate, consistent and timely information about the institution, library, and position at the appropriate stages of the search;
12. providing non-selected applicants with timely notice when a firm decision is made; and
13. ensuring completion and submission of the formal recommendation for hire and all required documentation on the search.

While each institution determines the responsibilities of search committees, most will expect the search committee to perform all or some of the following responsibilities:

1. providing input on recruitment strategy, the position posting, and advertising venues to attract the broadest, most qualified applicant pool possible;
2. marketing the position, as well as the library and institution, to nominees, applicants, and stakeholders;
3. reaching out to library and institutional stakeholders and subject matter experts to identify potential candidates, specifically asking contacts to provide names of potential candidates, including persons from underrepresented groups;
4. thoroughly reviewing and assessing all initial applicant materials using the criteria formulated by the committee;
5. communicating with candidates in a timely, respectful, professional, and courteous manner to ensure candidates feel welcome and valued by the institution; and
6. understanding the potential for implicit bias or artificial barriers, and acting to avoid these and to ensure

² Association of College & Research Libraries (2012). *Diversity Standards: Cultural Competency for Academic Libraries*. Retrieved from <http://www.ala.org/acrl/standards/diversity> .

equity in their decision making.

A search committee might include either a voting or non-voting member or members responsible for oversight of Affirmative Action and/or diversity and outreach efforts. Such responsibilities would include:

1. researching a wide variety of advertising options in order to generate the broadest applicant pool;
2. reviewing the recruitment plan to ensure broad recruitment;
3. reviewing the hiring criteria and job advertisement to avoid artificial barriers that are not bona fide requirements of the position and/or ensuring qualifications for the position are not described in a way that unnecessarily excludes qualified candidates;
4. practicing active recruitment methods and strategies;
5. comparing the applicant pool with availability data and deciding if additional recruiting is warranted;
6. using proactive techniques to combat implicit bias; and
7. ensuring the process is welcoming and inclusive for all candidates.

Types of Search Committees – Ad Hoc vs. Permanent or Standing Search Committee

Institutions may appoint and charge an ad hoc search committee for a specific search or may use a permanent or standing committee of appointed and/or elected personnel who are charged with conducting all searches for librarians.

Search Committee Composition

The primary goal in the formation of a search committee, elected or appointed, is to create a body representative of the constituencies affected by the position and may include staff from the library and the larger institution. The search committee should include staff committed to diversity and excellence. Every effort should be made to form committees that are representative of the diversity of the library, institution, and the profession.

Persons accepting appointment to the committee disqualify themselves as candidates for the position. Search committee members should disclose any potential conflict of interest relative to the position or a specific candidate to determine if they should recuse themselves. Institutional or library policy may provide guidance on what constitutes a conflict of interest.

Charge to the Search Committee

The charge to the search committee may be drawn from institutional policy or procedures, or produced by the hiring authority. A clear and precise charge to a search committee might include:

1. position announcement/posting, unless the committee is charged to develop this document;
2. specific information or concerns relevant to the position and the rank or level of the position;
3. anticipated salary range;
4. suggested timeline and key dates for the overall recruitment, including potential preliminary and on-site interview dates or timeframes, proposed offer date, and optimum date of hire, as applicable;
5. the optimum and/or maximum number of finalists to be recommended for on-site interviews and date for submission of finalists for consideration;
6. responsibility for developing a proposed interview schedule, process, and questions;
7. how the qualifications of finalists are to be presented;
8. responsibility for conducting and/or reviewing results of reference checks, which might be in the form of letters of reference or telephone reference checks;

9. Affirmative Action/equal opportunity requirements and who is charged with promoting diversity;
10. the method and frequency of search committee communication with the hiring authority;
11. arrangements for expense payments and reimbursements to search committee members and candidates;
12. any clerical assistance available related to the recruitment process;
13. standards for documenting committee actions and preserving committee records;
14. expectations for the formal recommendation and specifics on how it is to be articulated (acceptable/not acceptable, in rank order, sole recommendation, etc.); and
15. importance of confidentiality and discretion during, and after recruitment.

Search Committee Procedures

One of the most important responsibilities of the search committee is to maintain a fair, equitable, and legal search process. Key to that responsibility is establishing fair, and objective evaluation criteria, based on the qualifications as articulated in the position posting, and consistently applying of the criteria to all candidates. Adding “special” or additional criteria for one candidate and not for another during the process is not equitable, nor is evaluating candidates in a manner where the criteria are not applied equitably. To develop evaluation criteria, the committee should refer to the job description and position announcement/posting prior to beginning the review of applications.

It is also important to provide all candidates a similar experience and opportunities during interviews.

The following standards support consistency during recruitment:

1. Requiring all candidates to submit the same information (e.g., cover letter, curriculum vitae, publications, reference letters and/or names of references, a portfolio of work samples, etc.)
2. Developing a candidate evaluation tool or rubric with agreed upon criteria prior to reviewing applications
3. Using standard campus visit agendas and pre-visit checklists
4. Providing all candidates with the same background information package

Search committee discussions and decisions should be evidence based. It is important to develop interview questions (for the candidates and references) that are measurable and that allow equitable, consistent evaluations of the candidates. Equitable consideration of candidates also makes it highly desirable that the same series of questions be used for all candidates.

Search Committee Communications

Libraries are encouraged to develop standardized communication templates for the various types of communication managed by search committees. These might include email text templates for communication with candidates and with library staff, report templates, etc.

Generally, all communications from the search committee are managed by the search committee chair. A search committee chair may elect to delegate responsibilities to specific committee members. Additionally, there must be a determination as to how the search committee will communicate with each other and with stakeholders.

Communication standards will also be informed by relevant legal, regulatory, and/or policy requirements at the institution. For example, email and written materials may be subject to public records laws and requests in some states, and meetings, whether in person, via email or via telephone, involving members of the search committee may

be subject to open meetings requirements, including prior announcement.

Regardless of the standards, all search committee members must adhere to them.

Describing the Position

Creating an advertisement for the position is often the first responsibility of the search committee and must be completed to initiate recruitment.

Position announcements or postings are drawn from the position/job description and are developed to advertise the position. When writing the position or job descriptions, employers usually:

1. write a summary description of the position which focuses on answering the question: *Why does this position exist?* The summary is typically 2-3 sentences in length;
2. describe the duties assigned to the position, grouping together those which are similar;
3. translate duties into the abilities and skills needed to do the job. Specify necessary skills in precise job-related terms;
4. identify any specific knowledge or learning aptitude requirements;
5. where relevant, indicate specific qualifications and level of education required for the job.
6. identify experience required to carry out the job; and
7. identify any other requirements of the position, such as certifications or licenses.

Typically, the parent institution will have procedures in place for managing the process of creating a new and/or revising an existing position announcement. Some general guidelines to remember include:

1. assess the knowledge, skills, and abilities (KSAs) which a candidate must possess to perform the work, and which form the basis for the recruitment and selection processes;
2. research the job duties and necessary KSAs through library and professional resources, and search the Web for similar positions to determine reasonable attributes for the assigned work;
3. network with similar libraries to determine how they have approached positions of this type;
4. reference local, regional, and national associations, such as ARL or ALA, for similar positions; and
5. consult with colleagues through subject-related lists to determine new and innovative approaches to describing the work under consideration.

Position announcements or postings (also known as position vacancy announcements or recruitment advertisements) should reflect the language used in the position description, especially the summary statement and should include the following elements:

1. Functional title of position
2. Rank or level of the position
3. List of duties and reporting relationships
4. Required or minimum qualifications
5. Desired or preferred qualifications
6. Salary (minimum, range or maximum)
7. Benefits information, including relocation assistance or support to be provided
8. List of materials that need to be submitted by candidates
9. Application deadline (firm deadline; first consideration date; or date when application review will begin, if the review of applicants is ongoing and will continue until position is filled)
10. Date position is available, if applicable
11. Name of person to whom to submit application materials and their contact information, if applicable

12. A point of contact for questions or issues in submitting materials, particularly in the case of online application systems
13. Institutional statement related to diversity and inclusivity, and/or EEO/AA policy and practice

Postings typically provide information about the community, institution, library, and or division and department as well as information or links to strategic plans and initiatives.

Emerging trends, and institutional initiatives may need to be reflected in certain positions, particularly managerial and leadership positions where the individual will be expected to plan, implement, manage, and monitor new initiatives and/or significant change processes within the library.

Determining Required/Minimum and Preferred/Desired Qualifications

After outlining the position duties, determining the qualifications – required or minimum and preferred or desired – is the most important element of the position posting as qualifications will guide the work of the search committee in its review of applicants. It is essential that efforts are made to ensure qualifications allow for diverse work experience, education, and skills and avoid inappropriate and/or discriminatory requirements.

To be considered as a viable candidate, most organizations require an initial screening to ensure that required qualifications are met. Initial review of application materials should focus on who meets required qualifications, not preferred qualifications. The goal is to ensure that candidates are reviewed in a fair manner and are not eliminated too early in the process or in an inappropriate way. In some institutions, determining who meets required qualifications is the first step in ensuring Affirmative Action/equal opportunity goals are met and/or that the pool is viable.

Required qualifications must be supported by the actual requirements of the job. All required qualifications should be reviewed to determine if they are necessary, clear, non-discriminatory, and measurable. For example, entry-level jobs would not normally require experience. In communicating the requirements for knowledge or experience levels, wording is critical. For example, in the case of a specific type of knowledge, does the position requires “demonstrated knowledge of” or “demonstrated experience with” or will “knowledge of” suffice. Additionally, the value placed on years of experience and their weight compared to educational credential must be considered, and reflect the requirements of a specific position. Also, the type of qualifying degree or certificate should be determined. For example, will an alternative advanced degree to an MLS satisfy the educational requirement? Will international educational credentials serve as qualifiers? All of these determinations should result in clear language regarding qualifications in the posting information and be consistently applied in screening applicants.

In developing required qualifications, these standards should be applied:

1. Be specific. Ask for the minimum or a range. For example, a posting should state “at least one year of experience” not “some experience”.
2. Limit the qualifications to those that can be clearly assessed, quantifiably or qualitatively, and are necessary for the performance of the work.
3. Clearly communicate any bona fide physical requirements. Be very cautious when considering physical requirements as these must be directly related to specific job duties.

Preferred qualifications are those qualifications that are not essential to the position, but would help the candidate be successful in less time or are otherwise desirable. In developing preferred qualifications, these standards should be applied:

1. Include those qualifications that would make the transition for the new employee easier.
2. Look at the skills of all employees working in the unit and think in terms of complementing those skill sets.
3. Keep in mind long-term strategic goals.

Advertising the Position

In some cases, advertising venues will be stipulated by institutional policy or practice.

Libraries first advertise the position within the institutional community and in appropriate regional and national publications.

Libraries also advertise via websites and in print publications, as well as individual solicitations via email and invitations through message boards and electronic discussion lists focused on the library profession and/or higher education. Parent institutions may also advertise on national or regional higher education related sites.

ACRL's *Diversity Standards* recommend that libraries go beyond the traditional avenues to advertise positions, by contacting library associations and LIS programs that support diversity and ensure continued diversity in the profession.

A sound practice is to notify all library staff of posted vacancies and ask individuals to share the posting with colleagues and/or to nominate potential internal and external applicants.

Screening and Evaluating Applicants

The purpose of the screening process is to narrow the pool of applicants to those individuals who most closely fit the required and preferred qualifications for the position. Depending on the size of the initial pool, screening may require multiple reviews and stages of candidate elimination before the search committee has identified a manageable number of finalists for interviews.

Since screening is such a critical phase of the process, it is useful for the committee to discuss the qualifications and expected evidence for meeting the qualifications, and develop the evaluation method or rubric before screening of applications begins. This helps to ensure that consistent standards are applied and that the review is an evidence-based approach that is done objectively and fairly.

1. Each committee should screen and evaluate applicants according to library and institution-wide policies. All applications will undergo an initial screening for compliance with the qualifications and requirements as stated in the job posting and position description.
2. Candidates who do not meet the stated minimum qualifications or who do not submit required application documents need not receive further consideration. It is desirable to communicate with this group of applicants as soon as possible to inform them that they are no longer in the candidate pool.
3. Fair, objective, and consistent procedures that are clearly related to the advertised qualifications should be used to narrow the field of candidates to a short list, whom the committee will invite for interviews.
4. Before the shortlist has been finalized, it is useful to review all of the qualified applications a second time to ensure qualifications have not been overlooked or overvalued in the first reading.
5. The committee should follow institutional policies related to internal applicants, nepotism and spousal/partner hires. Applicants from any of these categories should not receive special consideration or be held to a higher standard than other applicants.

6. An important responsibility of the HRP and search committee chair is to develop a screening process that is free of structural biases and to monitor for personal biases as the process unfolds. Search committee members should be counseled before screening begins about avoiding bias toward protected classes of individuals under federal law as well as other forms of unconscious bias that might prevent an applicant from receiving full, equitable consideration. Examples of unconscious bias might be assumptions about candidates with non-traditional career paths or from other regions of the country.
7. In addition, the HRP and search committee chair should establish guidelines for managing personal or professional information about candidates learned through social media or other avenues outside the traditional information channels.
8. If there are delays in the screening process for any reason, it is appropriate to update applicants about their status.
9. Screening may also take the form of assessing the fit between the institution's anticipated salary or salary range and the salary expectations of viable candidates. This may take the form of requiring applicants to report their salary expectation or salary history in the application materials or having a telephone conversation regarding these expectations prior to finalizing the list of applicants for onsite visits. Before disqualifying a candidate on this basis, the employer should verify their understanding of the candidate's expectations.

Preparing for Candidate Interviews

Following the review of application materials, the next step is to conduct interviews. Institutions may have multiple levels of interviews.

Types of Interviews

Search committees may use a mixture of interview types.

Telephone or Video-Conference Screening Interviews

Once consensus has been reached on the qualified applicants, the search committee may conduct telephone, video-conference, or other comparable interviews with the top candidates. These interviews are preliminary or screening interviews and normally last 45 to 90 minutes. Conducting these interviews with applicants can help committee members learn more about the applicants than can be gleaned from written materials. The purpose of this type of preliminary interview is to:

- verify the candidate's continued interest in the position;
- acquire any substantive information that may be helpful in completing elements of the candidate evaluation rubric that were not supplied in the application materials;
- assess the candidate's interpersonal and communication skills; and
- acquire any substantive information that may be helpful in further narrowing the applicant pool.

To conduct these screening interviews with applicants, the committee should:

- develop a list of common questions to ask during the interview;
- limit the number of job and competency related questions to 5 to 7 open-ended questions, so applicants have an opportunity to engage with the interviewers;
- use the questions to address any concerns about the candidate's background or qualifications which have been discussed within the committee;

- have at least two committee members participate in the interview, but include as many as possible;
- take and retain careful notes during the interview; and
- share the results of the interviews with the rest of the committee, disregarding any information which is not job related.

Email Interviews

Email interviewing is an alternative to the telephone or video-conference screening interviews, when time, financial constraints, or geographical boundaries are barriers. The method can present a number of challenges, including the difficulty of changing direction if a more promising tangent emerges from the conversation, the disadvantage of not being able to get the interviewee back on track if the conversation strays, and the inability to offer immediate clarification if the questions are misinterpreted. To mitigate these challenges, a mixed mode interviewing strategy may be considered.

Airport or Abbreviated Campus Interviews

Another type of preliminary interview is the airport interview or abbreviated onsite interview. These are often conducted for senior administrative positions but might also be used for cluster hires (the hiring of several positions at once). Members of the search committee and potential candidates travel to a central airport or offsite location near the institution where the interview is conducted. Meeting at an airport enables a search committee to interview a large number of candidates in a short period of time with a degree of confidentiality. These interviews may last from 1 to 3 hours, allowing the search committee to see multiple candidates in a day or two.

On-site Campus Interviews

At the conclusion of the preliminary interviews, a limited number of finalists are invited to campus for on-site interviews.

The on-site campus interview is typically the culminating interview and may last from 1 to 3 days, depending on the type and level of the position. For most librarian positions, a full-day interview is the norm. The interview includes meetings with the search committee and with administrators and colleagues. Candidates may be expected to deliver a presentation. Interviews may also include meals and open sessions that allow candidates to meet other employees.

Interview schedules are preferably designed to include the same elements for all candidates, although the specific elements may be done at different times of day based on availability of interview participants and/or room availability. All parties should adhere to this schedule in the interest of time and fairness.

When electronic platforms (video conference, for example) are used for interviews, preliminary or in lieu of on-site interviews, effort should be made to make the experience comparable and to avoid a disadvantage or advantage to some candidates. For example, if video conference is used for one candidate, video conference would preferably be used for all preliminary interviewees.

Interview Guidelines

Guidelines for interviews are developed to ensure fairness and that applicable laws, and institutional and library policies are followed. The following guidelines help to ensure consistency in dealing with applicants.

1. Interview expenses of travel, meals, and lodging for the candidates should be borne by the inviting institution whether the interviews are held on or off campus. When this is not the practice, the candidate should be notified when an invitation is issued. Whatever the institutional and library practices are, complete detailed information about policy and practice should be provided to candidates in writing so they are informed about preferred providers, discounts, expense limitations, and what expenses will be covered.
2. If a presentation is required of the candidates, the topic and instructions should be clearly communicated in writing to each candidate. Depending on the topic, the applicants should receive adequate lead time to develop their presentation and the lead time should be comparable among candidates. Instructions should include information on the room setup and available equipment, time allowed for the presentation topic, time for questions and answers, and the composition of the audience.
3. Once the interview schedule is finalized, candidates should receive a copy and information about the library and its parent institution in advance of the interview.
4. Once candidates have confirmed dates, the search committee or HRP is responsible for communicating information about interview dates and schedules, and sharing candidate applications with interview participants within the library and on campus. Generally, this is done via email and the complete interview schedule, presentation topic (if applicable), candidate cover letter, and resume or curriculum vita are shared with either invited participants or the entire library staff. Personal information (home address, personal email, and telephone) should be redacted.
5. The search committee develops questions for candidate interviews. Questions should be job-related and speak to the functions of the position and its qualifications. Questions that seek out personal information or that may solicit responses that contain non-compliant or unusable information that may introduce bias into the search should be avoided.
6. Employers must make appropriate and reasonable accommodations to enable a candidate with a disability or the need for some other accommodations³ to participate in an interview and explain what is involved ahead of time. The library should seek information from candidates on what is needed and guidance from institutional policies and campus experts on how to accommodate requests from candidates. Throughout the recruitment process, the focus must remain on the individual, not the disability or accommodation.
7. The search committee should model standards for interactions with candidates, which should be professional, courteous, respectful, and objective.
8. Many candidates are interested in learning more about the community and what it is like to live and work there. Be prepared to provide answers to questions related to housing availability and costs, school quality, child care options, economic and job outlook for spouses and partners, entertainment, and other work-life issues.
9. Make institutional resources available to candidates as appropriate and/or if available. This might include access to realtors and relocation companies.

Evaluating Candidates, Making the Recommendation, and Preparing the Offer

Following interviews, the recruitment process moves into the final stages which focus on evaluating all candidates who have interviewed on-site, checking references, and moving to the offer stage. This stage may involve both the search committee and/or human resources officer and/or administrators.

The search committee is expected to seek feedback from interview participants on candidates who interviewed on-

³ Other needed accommodations may include breaks for religious observations or lactation, or dietary restrictions.

site.

In many cases, the search committee is expected to check references. In some instances, reference checks might be performed instead by the human resources officer or the supervisor for the position. Institutional policy on reference checks should be reviewed to ensure that appropriate processes and procedures are followed.

The following general guidelines are useful in conducting reference checks.

1. Indicate the type and number of references required. Ideally this should be outlined in the position posting so candidates can provide what is expected as part of their application. Candidates should be directed to provide references who can provide substantive information about his or her professional qualifications and aptitude. Candidates may also be asked to provide specific types of references such as current or previous supervisors or administrators in a direct reporting line, peer library or institutional colleagues, and/or direct reports that the candidate has supervised.
2. Establish when reference checks are conducted. Some institutions conduct reference checks prior to inviting candidates on-site for interviews. The advantage to this method is that the library might further narrow the number of on-site interviews and allow for the extension of an offer of employment more quickly after interviews are completed. A disadvantage is that it is time-consuming to check multiple references for multiple candidates and can delay interviews.
3. Identify the candidates for whom references will be contacted. Some institutions only check references for the candidate selected while others check references for all candidates invited for on-site interviews.
4. The committee should only solicit formal references from the list provided by the candidate. In the event the committee needs to check other references, input from and permission of the candidate should be sought in advance. This might be the case if the institutional or library policy requires or specifies specific types of references such as current or previous supervisor, direct report, or institutional colleague or peer, and the candidate has not provided that type of reference. In some cases, a search committee might need information related to a specific aspect of a person's background and may need to discuss what is needed with the candidate so that the candidate can identify a reference who can provide the information.
5. Develop questions for reference checks. Whether seeking letters of reference or conducting telephone reference checks, the committee should develop a list of common questions to be answered by all references. These questions should focus on key responsibilities of the job and the candidate's credentials, qualifications, experience, and accomplishments, as well as characteristics and attributes. When requesting the letter of reference, the committee can ask the reference to respond to the specific questions in the form of a letter. When a telephone reference is conducted, the questions and the position posting can be sent to the individual in advance and then used to guide the conversation. Committees should always ask the reference to identify how they know the candidate. Unique questions relevant to particular candidates are also permissible if necessary to fully assess their qualifications.
6. Reference checks may be considered privileged information. Information gathered in reference checks is included in the search committee report and is part of the information summarized and shared with the hiring authority. In addition, it is the responsibility of the committee to let references know what information will be or might be made available to candidates in accordance with institutional policy and practice, and/or state laws.

The search committee should only contact references listed and do so in accordance with institutional and library policy. However, within a tightly networked profession, it is not uncommon for the committee to receive unofficial or informal information regarding candidates. This might take the form of interview participants and/or library staff

seeking out information from peers and colleagues at the candidate's current or previous workplace or from former colleagues. Institutional policies may provide guidance on the appropriateness and/or acceptable use of such information; in the absence of policy guidance, ethical considerations should determine how to handle such information. Care should be exercised that such information is not used in an adverse manner to disqualify candidates unless attempts are made to verify the information via credible and appropriate sources.

Recommendation for Hire

Institutional and library practices on making the recommendation for hire vary. In some cases, committees may be asked to only indicate if candidates are acceptable or not; while in other cases, the committee may be asked to recommend the top candidate or rank the candidates. The nature of the search committee recommendation should be determined and communicated in advance. In most cases, search committees are advisory and the final decision will be made by the hiring authority and/or senior administrators, but this may vary by institution.

Offer of Employment

The offer stage is usually handled by the human resources officer or other administrators. In some cases, institutional practices may require levels of approval outside the library either before or after an offer is made. Once the hire is approved, a contingent offer is made to the candidate selected in the form of a formal written offer that details the specific terms of employment.

Once an offer has been accepted, the next stage will likely involve additional checks – credentialing, background, criminal, and employment verifications. Such verifications should be handled in accordance with institutional policy and state laws and regulations. Upon satisfaction of these checks, the offer is no longer contingent and the candidate should be advised in writing.

Once a candidate has received and accepted the offer, all other candidates should be notified. The method of contact to notify candidates is best determined by how far they advanced in the process.

1. Personalized letters or emails are appropriate for candidates eliminated in preliminary screening processes or after telephone interviews.
2. A telephone call followed by a letter or email should be sent to all applicants who interviewed on-site to thank them for their interest while indicating that the search has concluded.

Many institutions use online application systems that will generate automatic emails advising candidates as their status is updated in the system. While this is efficient, the messages are often brief and impersonal. A brief telephone conversation or a more personalized email would leave candidates with a better impression of the library.

Concluding the Search

Concluding a search involves some wrap-up steps. The search committee should work with the HRP to document the search and compile all search-related documents in accordance with retention policies and practices. Debriefing with the search committee and library administration may be an additional step that ensures recruitment practices are reviewed and improved, particularly if the search committee and administration disagree on the top candidate.

Additional best practices that could improve subsequent searches include:

- maintaining data on previous applicants and maintaining contact with them in order to cultivate future applications for other vacancies;
- following up with those who declined positions for insights into why they turned the offer down; and

- soliciting information on how applicants learned of the vacancy for use in assessing advertising efficacy.

Announcing the new hire to the organization should include formal discharge of the search committee members with an acknowledgement of their work.

The final step is planning for the onboarding of the new employee.

In the Event the Search Ends without an Appointment

Searches end without a successful appointment for a variety of reasons and in some cases, no obvious reason at all. In the event this occurs, the stakeholders should assess their contributions to an effective and active search and the search processes. Critical elements for review include the salary, and the design and description of the position itself, including the qualifications, and any feedback received from candidates and/or other stakeholders during the search and selection process. The search processes, including the following, should also be assessed prior to reinitiating a search: advertising, screening, and evaluating.

Internal announcements concerning the unsuccessful conclusion of a search should be handled with sensitivity to any internal or external applicants from the search.

About these Guidelines

These guidelines were developed by the ACRL Screening and Appointment of Academic Librarians Task Force chaired by Brian Keith, University of Florida. Members included: Bridget Burke, North Dakota State University; Pat Hawthorne, University of Nevada, Las Vegas; Melissa Laning, University of Louisville; Eileen Theodore-Shusta, Ohio University; and Carole Urbain, McGill University.

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Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

(To Accompany All New and Revised ACRL Standards, Guidelines, and Frameworks)

Title of Standard, Guideline, or Framework:

Guidelines for Recruiting Academic Librarians (retitled revision of A Guideline for the Screening and Appointment of Academic Librarians)

Section or Committee Submitting:

Screening and Appointment of Academic Librarians Using a Search Committee Task Force

Submitting Section or Committee Chairperson:

Brian W. Keith

Date of Previous Version:

2009

Means used to solicit comment on earlier drafts of the new/revised Standard, Guideline, or Framework:

☒ Published in *C&RL News* (April 2017)

☒ Disseminated on email distribution lists (listservs): (give list names and dates):

- Academic Library Personnel Officers List (12/8/2015; 1/24/2016)

☒ Published in ACRL Update (4/11/17; 4/25/17)

☒ Published on ACRL Insider (4/19/17)

☐ Published in Section newsletter (date) _____

☐ Public hearing held [**optional**] (date) _____

☐ Letters to "experts" requesting comments: (list names and dates):

☐ Other professional associations consulted (e.g., Society of American Archivists):

☒ Other (please list):

Meeting of the ACRL Personnel Administrators and Staff Development Officers Discussion Group (ALA Midwinter Meeting 1/9/2016)

Date Approved by Section executive committee (if applicable) _____

Date Approved by Standards Committee _____

Date Approved by ACRL Board _____

Where and on whose responsibility should this (Standard, Guideline, or Framework) be published or otherwise disseminated?

C&RL News by _____

Other (please list)

Top Ten Workplace Issues

Based on responses to the 2017 ACRL Conference evaluation. As of May 5, 2017, there were 1,041 completed returns for a response rate of 29.7%

Q. 23. List the top two issues facing you as an information professional today.

1. **Budget Constraints**

This was by far the top issue and includes staffing cuts, flat/decreased funding, rising cost of resources and doing more with less. This finding is reflected in the 2016 ACRL Academic Trends and Statistics survey which found that in the last 5 years only 21% of all academic libraries saw increases for staffing while 19% saw decreased funding and 60% had flat budgets.

2. **Human Resource Issues**

As a result of doing more with less, many academic librarians are experiencing burnout, stress, job insecurity, and are increasingly challenged to balance work and life because of understaffing. Many are concerned about low pay, seeing it as evidence of the “devaluation of feminized labor.” Other personnel issues include staff retention, faculty status, succession planning, diversity, equity, and inclusion.

3. **Keeping Up with Change**

Many respondents are struggling to keep up with and anticipate changes in higher education, technology, the political environment, and higher education. Finding time to keep current is a challenge for many.

4. **Information Literacy and Student Success**

This issue includes concerns with the ACRL Framework and how to best assess student learning outcomes.

5. **Professional Development**

Many respondents want to advance and learn new skills, noting that there is an increasing demand for new skills not taught in library schools. Many see staff development as a management challenge that needs to be addressed so staff can take on new roles.

6. **Demonstrating Value/Assessing Impact**

This issue is connected to budget constraints. Many academic librarians are still struggling to gain the respect and support of their campus administration. Others see a need to demonstrate value on the state and federal level.

7. **The Trump Administration**

Many report a fear of the future, heightened uncertainty, and great concern for the impact of the Trump Administration on higher education.

8. **Collaboration with Faculty**

Connecting with faculty is a large issue for many liaison librarians and teaching librarians.

9. **Scholarly Communication**

Includes the copyright, open science, faculty buy-in for institutional repositories, infrastructure for digital scholarship, OERs, open access.

10. **Data Management**

The 2016 ACRL Academic Library Trends & Statistics survey found that data management was the #3 area where libraries provide specialized assistance.

Top Issues for the Profession

Based on responses to the 2017 ACRL Conference evaluation. As of May 5, 2017, there were 1,041 completed returns for a response rate of 29.7%

Q. 24. List the top two issues facing academic and research libraries today.

1. Financial Challenges

This was far and away the top issue with almost 50% of respondents mentioning the economic pressures on higher education.

2. Value of Academic Libraries

Many respondents are concerned with how to assess value, demonstrate impact and relevance, gain respect of campus units. There seems to be widespread belief that demonstrating value is more difficult in the current political climate.

3. Information Literacy and Student Success

How to best support student learning and success and assess the impact.

4. Change

Many respondents are being challenged to grapple with and respond to changes in government policies, culture, roles, duties, and technology. Keeping current is an ongoing challenge.

5. Staffing

The need for re-training in response to changing roles was frequently mentioned. *Note:* the 2016 ACRL Academic Trends & Statistics survey found that in the last 5 years almost 48% of community colleges have cross-trained or repurposed staff; 62% of baccalaureate school libraries have cross-trained or repurposed staff; almost 72% of comprehensive university libraries have cross-trained or repurposed staff; and more than 85% of doctoral school libraries have cross-trained or repurposed staff.

6. Collection Management

Includes accessibility, balancing print and electronic acquisitions.

7. The Trump Administration

This reflects a broad concern with the future of higher education, growing anti-intellectualism in the U.S., and lack of tolerance.

8. Scholarly Communication

Includes open access issues, OERs, serial price inflation, changing world of scholarly publishing.

9. Diversity

Includes the lack of diversity in the profession and the need for academic libraries to be a voice for equity, inclusion, and justice.

10. Physical Space

Libraries are grappling with the lack of space for still growing print collections and services.

ACRL Instruction Section Plan for Involvement in ALA Annual Conference

Prepared by IS Leadership:

Jennifer Knievel, Chair

Summary

IS would like to disconnect from ALA conference, beginning with ALA Annual 2018 (New Orleans)

Justification

- Participation in ALA conferences by IS membership has dwindled substantially over time, probably as a result of decreasing institutional travel funding (or at least in part).
 - Attendance at ALA by IS members has dropped 27% since 2012
 - Attendance at IS events has fallen between 56% and 65% since 2012
 - Attendance at IS *virtual* events was up 200% at the last event (registration for these has been capped so could be higher)
 - Membership in IS has decreased by only 7% over the same time period
- Most IS committees already conduct business virtually.
- ALA primarily functions as a meeting-driven conference, which is not a match for IS work or committees.
- For several years, IS has not required attendance at Midwinter for any of its volunteers (including members of Exec).
 - This change has boosted participation in IS.
 - The conference attendance requirement for Exec and some committees makes it harder for librarians to pursue leadership roles in the section.
- ALA programming is not generally a match for instruction-focused librarians.
- A large proportion of instruction librarians are new professionals, and often their fiscal reality is that they cannot afford multiple conferences.
- The availability of conferences that target instruction (LOEX, LIW, WILU) or where academic library instruction is a strong theme (ACRL) means that attendance at ALA drives down participation in other related conferences.
- Or conversely, attendance at other conferences prohibits attendance at ALA, and by extension, participation in the section by potential elected leadership or committee members.
- Attendance at ALA programs, preconferences, discussion groups, and social events is significantly less than attendance five years ago.
- We would like to enable both IS members and IS leadership to participate more frequently in other conferences that better match their professional needs.

Feedback from IS Leadership

Below is a sample of responses from IS leadership (committee chairs and ex-officio members) to these questions:

- My biggest frustration with ALA is:

- “It’s too big and always in a really hot, inconvenient place”
- “Because I have to go to ALA Annual, I am unable to go to ACRL -- a conference that is more relevant to my work and for which I am on an ACRL Committee (meaning that I’m on an ACRL Committee yet can’t attend ACRL because I have to go to ALA for the ACRL Committee meeting)
- If IS conducted fewer events at ALA, what it would mean for me is:
 - “At this point I only go for meetings. If I didn’t have to attend meetings, I would attend ACRL regularly and another instruction related conference on off years.”
- The direction I’d like to take regarding ALA is:
 - “Focus on ACRL Conference and less on ALA Annual.”
 - “Continue **not** making it a requirement for serving on committees (this is a very good thing & I’ve been told by committee members it has increased their level of participation)”

Implications

- Some ALA events would be redirected to other venues.
 - Soiree (typically held on Friday or Saturday night of Annual)
 - Members appreciate the opportunity for social interaction.
 - The section would investigate instead arranging IS social events at other conferences like ACRL, LOEX, LIW, and/or WILU.
 - Program
 - Our conference program typically has a dual purpose of generating a learning opportunity and presenting awards.
 - We would instead put this effort into creating webinars or other more accessible learning opportunities, either through ACRL paid seminars or for free.
 - Awards
 - We are investigating alternative methods for delivering our three awards. For example, moving the presentation online, (e.g. CRL Primary Source Awards) and/or conducting recorded interviews to send to the membership and distribute via social media.
 - Discussion Group
 - We have already transitioned to virtual discussion groups for midwinter. We would focus on online venues for this kind of opportunity, or sponsor proposals to instruction conferences. Our Annual discussion group attendance has gotten significantly lower each year.
 - Meetings of the Executive Committee
 - Committee meetings are easy to accommodate using one of various online venues available via ACRL, for free online, or via members’ institutional technologies.
 - Attendance at leadership council

- If a member of the IS Executive Committee is attending Annual for another reason, we would send that person as a representative of the section.
- Additionally we would continue to encourage ACRL to enable virtual attendance at this meeting, since we are bound to be one of many groups who struggles to attend this event.

Assessment

We would assess the effect of this change after a few years by looking at participation in section activities and asking the membership about their experience with the new approach. We would plan to reach out to new members to help them find out about our alternative professional development options.

Conclusion

We believe stepping away from the ALA Annual Conference to be the right step for the ACRL Instruction Section, and hope the ACRL Board agrees. We would plan to attend the Chicago 2017 conference as scheduled, but would not schedule meetings, programs, discussions, or social events at the 2018 New Orleans conference or thereafter. If the board has concerns about this intended approach, IS Exec welcomes your feedback.

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Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Fundraising at ACRL

Submitted by: Margot Conahan, Professional Development Manager

Date submitted: June 14, 2017

Background

Since 1992, ACRL has utilized a member-led Colleagues Committee to fundraise for the ACRL Conference. In these twenty-five years, conference donations have grown from \$27,035 in 1992 to more than \$350,000 raised for the most recent ACRL 2017 conference. These donations from the vendor and library community help underwrite the cost of the conference and allow ACRL to enhance the conference experience, while not passing on the costs directly to conference registrants. New enhancements at the 2017 conference in Baltimore, for example, included the ArtLounge, HeadShot Studio, Portal, Recharge Lounge, Team Trivia Night, Wifi, Zen Room Desk Yoga and Guided Meditation, and more.

When the Colleagues Committee was initially formed, the committee focused their fundraising efforts on the vendor community. Following Jim Neal's successful lead fundraising for the 2001 IFLA Conference, the committee started approaching the academic library community in addition to the traditional vendor donors for the 2003 ACRL Conference. Donations from the library community have steadily risen from a modest amount in 2003 year to \$131,650 for the 2017 conference.

There are three primary sources of ACRL Conference revenue: registration, exhibits, and donations. Over the last five ACRL Conferences, donations have made up between 10-14% of overall conference revenue.

Breakdown by Revenue Source

Revenue Source	2009	2011	2013	2015	2017 <i>*Projected</i>
Registration	48.1%	54.1%	50.9%	54.6%	51.5%
Exhibits	37.5%	36.7%	38.3%	36.4%	33.5%
Donations	14.3%	10.1%	11.2%	9.7%	12.7%

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Overall Financial Summary

	2009	2011	2013	2015	2017
					*Projected
Registration Revenue	\$1,019,262	\$1,242,598	\$1,224,740	\$1,444,659	\$1,440,325
Donations	\$302,800	\$233,023	\$269,400	\$257,650	\$354,950
Exhibits Revenue	\$795,321	\$843,347	\$921,848	\$963,552	\$934,800
Ad Revenue**	\$53,261	\$82,793	\$61,428	\$89,875	\$60,720
Overhead Exempt*** and Other	\$13,098	\$7,780	\$7,910	\$10,850	\$3,950
Subtotal	\$2,183,742	\$2,409,540	\$2,485,326	\$2,766,586	\$2,801,315
Housing Commissions					\$79,116
Ad/Exhibit Commissions	(\$63,724)	(\$111,071)	(\$79,459)	(\$121,657)	(\$97,912)
Total Revenue[§]	\$2,120,018	\$2,298,469	\$2,405,867	\$2,644,929	\$2,775,949
Total Expenses[§]	\$1,759,944	\$1,898,648	\$1,933,542	\$2,047,300	\$2,442,495
NET	\$360,074	\$399,821	\$472,325	\$597,629	\$333,454

** Ad revenue total includes program book advertising and mailing list sales.

*** Overhead exempt revenue includes guest tickets and/or meals.

§ Financial figures include both the planning year and the conference year as the conference cycle is not limited to a single fiscal year.

Questions for the Board to Discuss

Looking at the recommendations from the ACRL 2017 Colleagues Co-Chairs in their report to the board, there are a number of questions for the board to consider:

- Committee Recommendation #1:**

Formalize a committee with assignments and goals for both libraries and vendors, that represents more diversity in ACRL – reach out to community colleges (Cuyahoga Community College in huge in Cleveland with several campuses), connect with OhioLink Libraries and more broadly work with consortia; small colleges are plentiful in the Midwest; HBC institutions;

Question(s) for the Board:

Is there a role for board members or other ACRL leaders in securing donations? Who are key players that have relationships with vendors/prospects that we could bring into the Colleagues fold? Are there individuals active in ALADN that would be good prospects for the ACRL

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Colleagues Committee? Is there training that ACRL could offer that would help members develop their fundraising skills?

- **Committee Recommendation #2:**

Develop stronger relationships with foreign academic libraries. The Canadian Association of Professional Academic Librarians or CAPAL may have merits to draw larger communities of those librarians (<https://www.congress2017.ca/associations/304>). It is suggested that we review the census of international registrations and better maximize that registration. IFLA can also be a good international venue to attract new sponsors who want to reach the US markets. This may be something that the ACRL Board wants to consider.

Question(s) for the Board:

Again, who are the key players ACRL might want to engage that have connections with international academic librarians? How can we best leverage members with strong international networks?

- **Committee Recommendation #3:**

Continue the efforts made for 2017 to offer benefits such as the webinar and 60-minute program for highest level donors. Mailing lists are not so valuable any longer as so many registrants opt out. Promote the publicity each sponsor gets for hosting a program. Signage varies at every venue but the screens in Baltimore were well liked.

Question(s) for the Board:

As the webinar and 60-minute program were well-received, we recommend keeping them as benefits for 2019. There is an extra consideration that the ACRL-CHOICE webinar is recognized as a taxable gift, so ACRL pays taxes on this benefit as we do for advertising revenue. However, the webinar is an attractive benefit for donors so one we suggest keeping despite having to pay tax on the donation revenue.

For ACRL 2017, we worked to add new benefits that provided opportunities for engagement with conference attendees. Are there additional benefits, particularly with an engagement component, we could offer? Additionally, what new or creative benefits we could add for donors at our lower levels who are looking for more recognition?

Should we provide more opportunities for vendors to participate in conference programming, e.g., more sponsored programs or sponsored tracks? Currently only donors at the top two levels get a guaranteed conference program. What additional engagement opportunities could we consider for ACRL 2019?

The current list of benefits and sponsorship opportunities are attached to this document.

- **Committee Recommendation #4:**

Stewardship. Vendors greatly appreciate personal thank yous at conference from Board members. We should look at our overall thanking strategy – perhaps for libraries in particular – toward making sure our Colleagues are appropriately thanked for their support.

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Question(s) for the Board:

At this time, ACRL hosts a Library Donor Thank You Breakfast on the Saturday of the ACRL Conference. We have tried offering this type of thank you event for our vendor donors, such as a Wednesday night reception and Friday morning breakfast, with limited success. Typically vendors are busy with their own client events so the timing for a donor event at conference is challenging.

What are other strategies we can implement for both of our donor communities to make them feel well-thanked for their support? How can we expand upon our current stewardship activities to ensure our donors feel appreciated?

- **Committee Recommendation #5:**

In addition to thank you signage, a strategy should be developed to verbally thank each session sponsor. This is particularly important to library attendees that sponsorship is an important part of putting on the conference.

Question(s) for the Board:

We have had good success asking the ACRL Colleagues Committee and Board members to sign up to stop by our vendor donor booths and personally thank them. This personal touch has been greatly appreciated by our donors.

Going forward, how else can we engage the committee, Board, and others to verbally thank donors other donors who might not be exhibiting? Are there additional ways we can acknowledge donors sponsoring program sessions? There is a desire for more acknowledge than our current recognition in meeting room signage, program book, and online program.

- **Committee Recommendation #6:**

Capping registration at a modest amount puts additional pressure on fundraising. Increasing registration distributes the burden across all sectors and this may be the year to increase to where scholarships can still make a difference without needing to offset that.

Question(s) for the Board:

ACRL has increased the conference registration fee by only a small amount from year to year as we are sensitive to the financial constraints of our conference attendees. Due to the economic conditions in 2008-2009, the registration fee was held at the same level, otherwise the increase has typically only been \$5 from conference to conference over the last ten years (a 20% total increase from the 2007 registration fee to 2017):

	ACRL member early-bird fee
ACRL 2007	\$325
ACRL 2009	\$325
ACRL 2011	\$375

ACRL 2013	\$380
ACRL 2015	\$385
ACRL 2017	\$390

Exhibit booth rental fees have had modest increases as well, a 26% total increase in the last ten years.

	10x10 exhibit booth rental fee
ACRL 2007	\$1,975
ACRL 2009	\$2,050
ACRL 2011	\$2,100
ACRL 2013	\$2,300
ACRL 2015	\$2,400
ACRL 2017	\$2,500

What is the board's thought in regards of the role donations play offsetting the direct expenses to conference registrants? Do we want to consider a more significant increase to the conference registration fee and/or booth rental fee and have registration or booth revenue assume more of the burden of direct expenses? In turn, this could allow us to decrease our fundraising expectations and release some of the pressure on fundraising.

- **Committee Recommendation #7:**

Exploring with Overdrive, a Cleveland e/audio book vendor making deeper sales in academic libraries, about how to be the central sponsor – they were acquired in 2015 by a Japanese equity firm so not sure how that will play out. Bigger donors are hard to get and sustain. A smaller Cleveland vendor is Zubal Books, a used books middleman that has reach throughout the country and has exhibited at ALA over the last few years.

Question(s) for the Board:

With the exception of 3M for the 2005 conference in Minneapolis, we haven't had much luck securing a major local sponsor. How can we encourage local companies to be a central conference sponsor? What benefits can we provide a local company if they donate to the Conference?

- **Committee Recommendation #8:**

Continue to meet new vendors and exhibitors at other conferences and play that out. Remember to follow up on every lead and contact. This is almost roulette and the wheel spins and changes the dynamic rather often.

Question(s) for the Board:

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The landscape is fluid and wheels are constantly in motion. Are there suggestions to help stabilize this changing environment?

- **Committee Recommendation #9:**

Bridge the gaps between exhibiting, advertising and sponsorship. This is artful and requires transparency and cooperation from the ACRL Office. Make sure that everyone knows what is taking place on what calendar.

Question(s) for the Board:

For the past decade, Corcoran Exhibitions, our exhibits manager, has been selling advertising for the conference program book. They sold \$30,720 in advertising for ACRL 2017 and received a 25% commission on ad sales. As we look to scale back and possibly phase out the print program book by 2021, program book advertising may become irrelevant, but new or increased sponsorship opportunities may present themselves for the online conference program or app.

One potential scenario would be to contract with Corcoran to manage our vendor sponsorship program, in addition to exhibit sales and advertising. Corcoran currently manages the sponsorship program for the PLA Conference, as well as other associations and clients. In this model, Corcoran would provide a turnkey service of vendor exhibit booth, advertising, and sponsorship sales, while the Colleagues Committee would oversee and manage sponsorships from the academic library community. Corcoran would receive a 15% commission on renewing company sponsorships and a 25% commission on new company sponsorships, so these fees would need to be factored into the conference budget. If we were to assume approximately 90% of our ACRL 2017 vendor donors we renewing and 10% were new, the estimated commission to Corcoran would be around \$37,000.

During our conversation, Corcoran noted that more than \$350,000 was an impressive amount of money to raise for one event. What are the pros and cons moving from the member-led model for vendor fundraising to having that as the suite of services that our exhibit sales team does?

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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



Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

ACRL 2017 Sponsorship Opportunities

Summa cum laude (\$25,000 and up)

EXHIBITS OPENING RECEPTION \$30,000 SPONSORED BY ELSEVIER

Appetizer reception for 2,000 attendees in the ACRL 2017 Exhibit Hall. In addition to standard [benefits](#), includes: ribbon-cutting photo op with ACRL president, executive director, and conference chair; custom logo napkins; food station near your booth; brief public address announcement (no more than two minutes) welcoming attendees to the exhibit hall.

ALL-CONFERENCE RECEPTION \$25,000 SPONSORED BY GALE | CENGAGE LEARNING

Dessert and cocktail reception for 2,000 attendees at the B&O Railroad Museum. In addition to standard [benefits](#), includes: photo op with past and present ACRL leaders; custom logo napkins; your representatives/staff can greet/welcome attendees and distribute materials that you provide.

WIRELESS INTERNET \$25,000 SPONSORED BY SPRINGER NATURE

ACRL 2017 wireless internet at the Baltimore Convention Center (meeting rooms and public spaces). In addition to standard [benefits](#), includes: sponsor-approved/customized splash page with your logo.

Magna cum laude (\$20,000-24,999)

CHAIR'S RECEPTION \$20,000 SPONSORED BY EBSCO

VIP reception with conference presenters, committee members, ACRL leaders, and board of directors. In addition to standard [benefits](#), includes: photo op with ACRL leaders and VIPs; custom logo napkins; your representatives/staff can greet/welcome attendees and distribute materials that you provide.

VIRTUAL CONFERENCE \$20,000

Features live webcasts and asynchronous activities. The Virtual Conference archive is available for one year for online-only and F2F attendees and includes more than 150 slidecasts from paper, panel, and TechConnect presentation offered in Baltimore. In addition to standard [benefits](#), includes: 20-minute webcast offered as part of the Virtual Conference; "Sponsored by (your name)" on the Virtual Conference community site; logo on Virtual Conference community site.

Cum laude (\$15,000-19,999)

OPENING KEYNOTE SESSION – David McCandless \$15,000 SPONSORED BY PROQUEST AND EXLIBRIS, A PROQUEST COMPANY

In addition to standard [benefits](#), includes: "Sponsored by (your name)" under the speaker picture on the ACRL 2017 home page; reserved/VIP seating during the keynote session with ACRL leaders/VIPs; prominent recognition from the stage (sponsor logo on large screens, verbal acknowledgment) during the keynote session.

MIDDLE KEYNOTE SESSION – Roxane Gay \$15,000 SPONSORED BY MULTIDISCIPLINARY DIGITAL PUBLISHING INSTITUTE

In addition to standard [benefits](#), includes: "Sponsored by (your name)" under the speaker picture on the ACRL 2017 home page; reserved/VIP seating during the keynote session with ACRL leaders/VIPs; prominent recognition from the stage (sponsor logo on large screens, verbal acknowledgment) during the keynote session.

CLOSING KEYNOTE SESSION – Carla Hayden \$15,000 SPONSORED BY INNOVATIVE

In addition to standard [benefits](#), includes: "Sponsored by (your name)" under the speaker picture on the ACRL 2017 home page; reserved/VIP seating during the keynote session with ACRL leaders/VIPs; prominent recognition from the stage (sponsor logo on large screens, verbal acknowledgment) during the keynote session.

Honor Roll (\$10,000-14,999)

INTERNET CAFE \$14,000 Located in the exhibit hall. In addition to standard [benefits](#), includes: sponsor-approved/customized splash page with your logo.

MORNING REFRESHMENT BREAK \$10,000 (SPONSORED BY ALEXANDER STREET)

All-Conference Refreshment Break offered in the exhibit hall. In addition to standard [benefits](#), includes: custom logo napkins; food station near your booth.

AFTERNOON REFRESHMENT BREAK \$10,000 SPONSORED (SPONSORED BY CHOICE)

All-Conference Refreshment Break offered in the exhibit hall. In addition to standard [benefits](#), includes: custom logo napkins; food station near your booth.

MOBILE SCHEDULER \$10,000 SPONSORED BY OCLC

The primary information tool and scheduler for the conference. New platform this year! In addition to standard [benefits](#), includes: sponsor name on the welcome page.

Dean's list (\$5,000-9,999)

ACRL 101/FIRST-TIME ATTENDEE HOSPITALITY \$7,500 SPONSORED BY THE OHIO STATE UNIVERSITY

In addition to standard [benefits](#) includes: custom logo napkins; verbal recognition from the stage.

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POWER STATIONS \$6,500 SPONSORED BY TAYLOR & FRANCIS

In addition to standard [benefits](#), includes: branded with your logo/name.

SCHOLARSHIP RECOGNITION BREAKFAST \$6,000 SPONSORED BY THE UNIVERSITY OF IOWA LIBRARIES

In addition to standard [benefits](#), includes: custom logo napkins; verbal recognition from the stage.

EARLY-MORNING COFFEE \$5,000 SPONSORED

In addition to standard [benefits](#), includes: custom logo napkins.

POSTER SESSIONS \$5,000 SPONSORED BY KANSAS STATE UNIVERSITY

TECHCONNECT PRESENTATIONS \$5,000 SPONSORED BY THE UNIVERSITY SYSTEM OF MARYLAND AND AFFILIATED INSTITUTIONS (USMAI) CONSORTIA

Mortar board (up to \$4,999)

GENERAL CONFERENCE SUPPORT UP TO \$4,999

PLACEMENT CENTER \$4,000 SPONSORED BY UNIVERSITY OF HOUSTON LIBRARIES

INVITED PRESENTATIONS \$3,000 SPONSORED BY IOWA STATE UNIVERSITY, PURDUE UNIVERSITY, UNIVERSITY OF WYOMING, AND THE UNIVERSITY OF TEXAS AT AUSTIN

ROUNDTABLE DISCUSSIONS \$2,000 SPONSORED

WORKSHOP \$2,000 SPONSORED

CONTRIBUTED PAPER \$750 (fifty available)

PANEL SESSIONS \$750 (forty available)

Sponsorship Levels and Benefits

Benefits	\$25,000 and up	\$20,000-24,999	\$15,000-19,999	\$10,000-14,999	\$5,000-9,999	Up to \$4,999
Level	Summa cum laude	Magna cum laude	Cum laude	Honor Roll	Dean's List	Mortar Board
One ACRL-CHOICE 60-minute webinar (\$6,500 value)	♦					
One year free subscription to <i>ACRL Metrics</i>	♦					
One additional complimentary conference registration (to total two)	♦					
One 60-minute program offered during the conference providing dialogue and interaction with conference attendees. The program will be held in a convention center meeting room and listed in program book and online schedule.	♦	♦				
One complimentary use of conference attendee mailing list	♦	♦				
One complimentary conference registration	♦	♦	♦			
Invitation for two to attend the ACRL 2017 Chair's Reception (VIP event with ACRL board of directors, conference chair, committee, invited speakers)	♦	♦	♦			
Invitation for one to attend the ACRL 2017 Chair's Reception (VIP event with ACRL board of directors, conference chair, committee, invited speakers)	♦	♦	♦	♦		
Logo on ACRL 2017 conference website	♦	♦	♦	♦		
Signage displaying sponsor status for booth	♦	♦	♦	♦	♦	
One free print copy of the ACRL Environmental Scan	♦	♦	♦	♦	♦	
Acknowledgement on the ACRL 2017 conference website, program book, and signage	♦	♦	♦	♦	♦	♦
Acknowledgement in the ACRL and ALA Annual Reports	♦	♦	♦	♦	♦	♦
Recognition during Opening Keynote Session	♦	♦	♦	♦	♦	♦
Ribbons designating sponsor status to be worn at ACRL 2017	♦	♦	♦	♦	♦	♦

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24 May 2017

TO: Jim Neal, Chair, ACRL 2017 National Conference
Trevor Dawes, Chair-Designate, ACRL 2019 National Conference
Irene Herold, President, ACRL
Mary Ellen Davis, Executive Director, ACRL
Mary Jane Petrowski, Associate Director, ACRL
Margot Conahan, Manager of Professional Development, ACRL
Tory Ondrla, Conference Supervisor
Members, ACRL Board of Directors

FROM: John Culshaw & Julia Gelfand, Co-chairs, ACRL Colleagues 2017

We assumed the role of co-chairs for ACRL Colleagues in Summer 2015 when plans were underway for developing priorities for the 2017 National Conference. Julia had served as Co-Chair twice in the past, always concentrating on the vendor side and John assumed responsibilities for the Libraries side. This was clearly one of the most, if not the most successful conferences as measured by high attendance and dollars raised. We can attribute the outcomes to location, high submission rate of presentations, and that ACRL is clearly the venue for bringing together the range of librarians from all constituencies of higher education. The high number of first time attendees should not be forgotten and special programming was planned but perhaps we can mobilize more around that in sponsorship because sponsors and vendors noted how many early career librarians were in Baltimore. But more about that later regarding challenges for fundraising.

Once we were appointed and prior to the first meeting of ACRL 2017 Conference Planning at ALA Midwinter 2016, we established a budget goal to raise \$250,000 that was endorsed by the Budget & Finance Committee. We knew it was increasingly challenging to raise money, especially after having just celebrated the ACRL 75th Anniversary at the 2015 National Conference, when we could play out the celebratory anniversary. The economy was stable but many public institutions were still suffering and the balance of the vendors was shifting due to major consolidation and merger activities plus we saw many new startups on the horizon who were struggling with paying exhibitor fees. We reviewed the associated levels of giving for different benefits, knowing that it is easier for donors to choose an activity or event that personalizes and matches their engagement with the Conference. We also renewed the minimum level of giving to \$750 but in several cases had to be more open to smaller gifts to the general conference fund if less was all a library or a vendor could give and still wanted to participate. ACRL Colleagues raised a total of \$131,650 from libraries compared to \$111,700 in 2015 and \$244,300 from vendors (\$223,300 has been paid) compared to \$155,300 in 2015 with a grand total of \$375,950.

Conflicts with Selling Advertising

ACRL had a representative calling vendors to sell ads in the Program. She was paid on a commission basis and the more assertive she was the more successful she was. She is not a member of the staff so we did not know her. It was very confusing since we were not aware that this was happening while we were reaching out to the same entities and were talking to the same personnel. As volunteers we were conducting work for Colleagues when we could, and this was her job, so she often beat us at our own game. I heard from many vendors that they were led to believe that this was a better or more visible reach to attendees and the pricing of those ads were more attractive. We never saw the prices so can't confirm. I believe we probably lost 8-10 vendors over this. I am not sure what the advertising revenue covers or whether it goes into general conference expenses. We think this needs to be more transparent in the future and the timeline that advertising will be sold needs to be communicated to the Colleagues Co-Chairs and knowing the outcomes will help us with our strategy. It would be nice to have some parameters or guidelines distinguishing the two.

Competition from IFLA 2016

Probably the greatest competition we experienced both from the Library and Vendor communities was that IFLA met in the US in August 2016. Thanks to Jim Neal's successful fundraising for IFLA scholarships, many vendors were especially tapped out. Saying no to us was easier than to Jim. Many vendors added IFLA as an opportunity to exhibit when usually they do not go abroad for that meeting.

Value to Benefits

We also learned that many of the items or services that we were seeking sponsorship for did not resonate with donors. The price points were either too high, the associated benefits did not align with priorities, or they wanted exact information about the program before they could commit. The higher priced items had more benefits associated with them but did not all sell out, and took us to early January to actually have everything in place and sometimes that came with significant discounts. In other words, it was increasingly difficult to get vendors to commit to sponsoring sessions until they could see what the program was – this was the first time that this happened. For the big ticket items, receptions and keynotes, we found that the keynote speakers were not familiar and the vendors did not pick up on them until the very end. We needed to do a lot of education.

Utilizing Shared Software

One thing that we did for this conference was to work from a Google Drive spreadsheet that both John and Julia, as well as Margot had access to and Mary Ellen could view before she had a meeting with a potential sponsor. Updates could immediately be shared and new contact information was added right away. The notes column was particularly very helpful. Correspondence was more timely with the donors and Margot was able to issue invoices right away, making collections easier. John was able to manipulate the spreadsheets to personalize eMail messaging to libraries but on the vendor side, each piece of correspondence was customized so that was not so advantageous. We will want

to make sure that we maintain previous historical fundraising activities from 2013, 2015 and 2017.

The shared spreadsheet in Google Drive was effective when just a small number of individuals were making edits. On the library side, for example, it was pretty easy to keep current when just John and Margot were editing. Once we opened this up to the entire committee, tracking became less consistent.

Library Community

Our general strategy was to assign library contacts by groups, roughly defined by consortia and size of institutions, also reflective of previous donors to Colleagues. This included ARL Libraries, Ivy League, Great Western Library Alliance (GWLA), Orbis Cascade, Oberlin Group, Catholic University Libraries, and Community College Libraries. In addition, it was difficult to identify anyone in the conference region – Maryland/DC to reach out to libraries nearby as many library directors were in transition or over-committed with other obligations. Finally, Patrick Dawson agreed to do some outreach for us, but he came on late after his appointment as the new University Librarian at the University of Maryland, Baltimore County in Spring 2016. Having a strong ACRL presence in the region would have made a bigger difference if a colleague would have surfaced earlier and promoted Colleagues sooner. The Maryland Library Association, however active, was not as responsive or helpful as we were led to believe by Cynthia Steinhoff. John ended up contacting every library that had previously contributed to Colleagues and made personal contacts with every ARL library director. Several colleagues helped in the process, however John followed up on most asks. A total of 74 libraries participated this year and the average contribution was \$1854 for a total of \$131,650 with contributions ranging from \$100 - \$6000 or 35% of the total raised funds.

Issues that continued to surface from the libraries were that some are not able to participate due to institutional guidelines or unless library director has separate donor funds. Some library directors also share the opinion that they contribute by encouraging and funding their own staff to attend and can't do any more. The following table illustrates what we know from this year's library's donors, but does not allow us to compare with the 2015 snapshot.

Summary of Library Gifts for 2017

Library Type	<\$750	\$750	\$1500	\$3000	\$5000+	Total
ARL Libraries	2	18	11	6	7	44
Large Institutions	3	2	4	1	0	10
Medium Sized Institutions	4	2	1	0	0	7
Small Colleges	8	4	0	0	0	12
Community Colleges	0	0	0	0	0	0
Regional – Maryland/DC/VA	0	0	0	0	1	1

International	0	0	0	0	0	0
Other						
Total	17	26	16	7	8	74
Total \$ raised						\$131,650

Vendor Community

Even though we have performed these duties multiple times over the last 20+years asking vendors for money gets harder not easier. This year 47 vendors participated and two individuals contributed. We have some comparative data about increases or declines in gifts from 2015. Even though that was an anniversary occasion, we had 17 larger gifts this year and attracted 9 new gifts. One lapsed vendor returned to Colleagues.

Relationships with Exhibitors

It was clear that there was some confusion among many of the new staff on the vendor side who did not understand the difference between corporate philanthropy and being an exhibitor. I think many are intimidated about asking whether their company has a tradition or history of supporting customers in their work and programs. Working from a list of exhibitors this time helped. I also had to interpret some contracts and educate vendors about the value of demonstrating publicly that this social entrepreneurship has merits. The signage placed in exhibitors' booths followed our recommendations from 2015 and I think was more effective than banners. There was only one non-compete time when programming was not in place and that was the Opening Reception, considered one of the best yet, I was told. Sufficient amounts of food were visibly present.

Issues this time included many of the same that surfaced in the past, however they were more common and intensively experienced in the vendor community:

- The calendar remains problematic. Every vendor is on a different fiscal year and often when we begin too soon, they do not have their budgets; other times we are waiting to see what the performance indicators are for a given quarter or year before they are comfortable in making any commitment. Keeping this all straight requires a lot of follow through.
- ACRL jumpstarted the conference planning by contacting previous exhibitors to renew at their previous level. Actually it may even take place at the end of the current conference as it is at ALA. If the letters/messages are sent to new people who have no history with ACRL and this is perhaps their first conference, they are not yet introduced to Colleagues and then think that they are all signed up for the conference. It would be helpful if we were informed when this communication starts and that should be reinforced with outreach from Colleagues. Building and maintaining relationships is paramount in this effort and the high rate of personnel turnovers has been particularly difficult and can't be overlooked. Timing is everything. We just want to be in the loop.
- Competition with other ALA units or by ALA itself. Even though we investigate the landscape and request approval before we contact a major vendor, we often learn that they are among the major ALA sponsors or divide their resources among several divisions. We found ourselves reporting on numerous occasions what vendors were paying for higher visibility at ALCTS anniversary events, the

LITA Forum, PLA National Conference or were contributing to LLAMA and RUSA for scholarships, awards, catering, and the like. We realize that these are not examples of national conferences but to a vendor the penetration is analogous and they have customers asking from all those communities. As reported in the 2015 report, ACRL sections also compete with the ACRL National Conference even though that has a priority, but we must remember that many vendors pay an amount annually to sustain Section or IG programming. In order to successfully attract members to their programs, many Sections offer social events with refreshments or entertainment or need support for their poster sessions so these same vendors are spending another \$500-\$750 on average per activity.

- Vendors entertain at ACRL hosting various events for different customers.
- ACRL is not the only show in town. There are many other associations and for profit groups hosting library and librarian related events and meetings that draw thousands of librarians. The same vendors are being sought to offset those expenses and play a role. In addition to the Charleston Conference, Engineering Librarians Division of the American Society of Engineering Education, the Special Libraries Association, Medical Library Association, NASIG, ER&L, Timberlake, Internet Librarian, BEA, state library associations, consortia sponsored workshops and other new niche conferences that are popping up at various places. Some of these smaller conferences are more intimate and colleagues in the trade have more success connecting with librarians who are more likely to be or become customers. I attended a number of these conferences and they proved fruitful venues to meet with potential vendors and put in a plug that I intended to follow up. I plan to attend MLA, ASEE and the Charleston Conference in 2017 to confirm intentions to continue and build relationships for ACRL 2019.
- Compression in the marketplace continues at an alarming pace. Most noticeable was the ongoing acquisitions made in 2016 by Proquest with Alexander Street Press and ExLibris. These two acquired companies were already established members of Colleagues and Proquest included those contributions as part of its pledge rather than add it on to their own pledge. Thomson Reuters was acquired by a Japanese investment group and the commitment was very modest.
- The major players in the IT, furnishings, architects, and basically all library procurement argue that the major decision-makers are not the ones attending this conference. For years we have tried to break into the ACRL thrust of distance education, content management systems, and other instructional technologies, however that is a marketplace we are not being successful at. Many of those customers are outside of the library and in campus IT or computing centers. Like in the past, I tried to get new major sponsors and spent a lot of time reaching out and communicating with Steelcase and Demco (also owns Boopsie). Neither joined Colleagues this time but showed interest until the very end and asked to be contacted for 2019. Now that libraries have cafes, we see some of those suppliers exhibit but contracts are usually not signed by libraries; it has been an unsuccessful stretch.
- Compression takes on another angle as the marketing functions expand and the personnel shrink. While working on ACRL Colleagues 2017, I had sometimes a

roster of 3-4 key people that turned over in the slots where these decisions are made. Increasingly, the new personnel are not familiar with libraries or with ACRL and they are reluctant to spend money right away in a new position. We had a few surprises this time, including Gale Cengage which became a much bigger sponsor but that new Marketing Chief with whom I worked last August-October is already no longer in that capacity.

- Strategy was to contact all vendors who have participated in Colleagues in the past and see how they wanted to continue. It was helpful to have the list of exhibitors and invite those that had not participated to do so. Then I targeted special vendors. Rarely did anyone immediately decide to go forward as discussions with senior management are necessary for even a \$750 renewed commitment that had been made several times. Still confusion existed between Colleagues and Exhibitors.
- Vendors form consortia too. Several university presses, nonprofits that promote open access or new data cloud services often work together and that is difficult to coordinate and navigate. I spent months trying to get all members of the Ithaka Group to participate and that failed but the individual members did not have the resources to participate this year. JStor, Project Muse are such examples. The Johns Hopkins University Press/Project Muse will not likely contribute as greatly going forward but came through because of the locality of our venue and the fact that they had a specially furnished new booth.
- One lapsed Colleague since 2015 returned and we found out that the projected high registration rate attracted them in 2017, and that the west coast was often too expensive to send additional staff to attend. It is still hard to convince small or midsize European-based companies with different traditions that this is useful.
- Keynote speakers, especially if they are academics and not public intellectuals nor celebrities were not known to this vendor community and sponsorship did not come until the very end of the process and we had to reduce the costs of those items.

All about Engagement

We listened to vendors after the 2015 Conference and tried to create better ways for them to interact with conference organizers and attendees. Many vendors expressed the desire to have opportunities on the program and this year for a \$20,000 contribution they could schedule a one hour slot of their choice that was on the program. We had 4 such sponsors, Springer Nature, Elsevier, Gale Cengage, and Ebsco. The attendance at these sessions was strong and they found them useful, but all said it was expensive. There were some obvious omissions from the major STM publishers, such as Wiley.

Several small publishers did not renew indicating the reason being that they did not grow any business to offset the expenses of exhibiting and participating in Colleagues. The margins are getting slimmer on profits as libraries want higher discounts and are actually buying more selectively. A few of those exhibitors downsized their booths this time. What several told us is that this conference attracts more public services staff, with the majority involved in instruction and those librarians really were not interested in talking to anyone at the booth. There were strong sentiments that archivists, acquisitions,

collection development, catalogers and other traditional technical services librarians are not in attendance and they are the primary client base of many publishers. Library management was also brought to my attention as being a big void. The new exhibitors working in areas defined by data science, data services were feeling neglected, too.

Companies like to sponsor librarians and several contributed independently by hosting their own scholarships for travel grants that ranged from \$1500-\$5000 depending on how many they were offering. This does not come through ACRL and does not benefit Colleagues in any way, except that those recipients don't compete with ACRL Scholarship winners. I was aware of 4-5 vendors who had posted calls for scholarships.

Related to this, the sponsoring of different programs is always popular. We could have sold several more \$5000 poster sessions so we may think about scheduling that differently next year. That pricepoint is attractive. We also found that vendors don't like to share sponsorship opportunities, they prefer to own the occasion themselves. Also, vendors want to pick their sessions at the time they commit and the program has not been finalized at that time. This was very problematic this time and was an ongoing question that we received. We even were called when a last minute panel was cancelled due to a death in the family and the sponsor was not notified. Perhaps what we need to do is sell within the tracks so that they know how many sessions there will be there and they can be assured that they will get something in their area of interest. I believe we need to attract more conference content in areas other than information literacy.

It helps if the person doing the ask is a customer and understands the nature of the company and who they serve. That is one reason it is hard to form a committee for vendors. Usually, librarians with intense collection development responsibilities are involved in this and that is not a big focus in ACRL. The STEM companies tend to be the most generous and other large diversified companies, too. Getting more business and media/streaming companies involved seems very promising. Obviously, this year's participating vendors reflect a large number of the businesses with whom I have close connections.

There was some disappointment when Proquest did not meet their commitments by subtracting amounts promised by their new subsidiaries that were made months prior to their final pledge. On the other hand, Springer/Nature rose to the occasion and compensated for their merger with Nature, previously a generous ACRL Colleague on their own. There remain many uncertainties going forward regarding the role that OCLC and Ebsco may play as they want more formalized engagement outside of the conference. Everyone including the ACRL Board tries to be agnostic towards showing any preferences but we see how relationships occasionally trump best practices. We had a couple of these situations this cycle, and they were resolved but it caught us in some awkward moments, of just not being in the loop.

There were a significant number of international attendees and more programming could be created to serve them and perhaps greater success with some of our global partners. We were not successful in getting Canadian libraries, with the exception of one, to join

Colleagues this year and the same with Canadian companies such as PressReader. We heard that the exchange rate was indeed problematic as the Canadian was weak against the US dollar.

SUMMARY OF VENDOR PERFORMANCE FOR ACRL COLLEAGUES 2017

Vendors	Same Gift Amount	More than in 2015	Less than in 2015	\$750 Gift	Likely in 2019	Also Exhibitor	Total
Previous Colleagues participation	7	17	7	5	all	all	34
1 st time ACRL Colleague		6		3		all	9
Lapsed but returned to Colleagues						all	1
Personal Contribution		1	1			0	2
Regional only		1 (already counted)					
Non-traditional commercial							
No Longer Independent – after 2017		2	2			all	4
Total							49
Total \$ Raised							\$244,300

Lessons Learned

Even though we came out better than we imagined, the unexpected always happens and some of the libraries and vendors we thought would participate did not and it got tedious following up at various intervals. We seemed to have heavy turnover among library directors and key contacts with the vendors. This model of fundraising is not going to get any easier and the competition for whatever dollars we need will be all the more keen.

Expectations from attendees are very high. With such a large number of first time attendees we need to think how we can create a better experience in the Exhibit Hall. Traffic was not particularly steady making vendors uneasy and this was despite more programming that was taking place there.

Even though Colleagues does not support scholarships, some vendors perceive their general conference support going for that which they like. More broadly, the large number of scholarships was very good public relations. Collecting stories from attendees, having the Scholarship Breakfast, contribute to the impact of that. Having increased the value of the award was meaningful as travel/hospitality costs have soared.

One problem that we probably can't solve is the programming emphasis – we need to see broader representation than instruction at the conference. Perhaps some creativity in involving the sections – reserve several slots for a special review of programs proposed by sections and interest groups. We also need to better support the virtual conference with contributions from exhibitors/vendors, poster sessions. That added engagement may contribute to programming and new sponsorship opportunities.

Having a web-based spreadsheet was very advantageous and we may want to archive past spreadsheets so that we can compare performance in fundraising from conference venue to venue.

We were very thankful to ACRL Board members who walked the floor and personally thanked sponsors. After much discussion it was decided not to have an event for sponsors at the conference because often the people we dealt with were not in attendance. I think we will continue to consider the best way to thank and honor Colleagues.

Recommendations for Colleagues 2019

We realize that we need to create some succession planning for ACRL Colleagues. Having a team or committee and make assignments based on individuals' contacts may be a good thing and divide the work accordingly. I have commitments going forward that were made in Baltimore from vendors that we need to now process. Already, we are defining our strategy that includes:

1. Formalize a committee with assignments and goals for both libraries and vendors, that represents more diversity in ACRL – reach out to community colleges (Cuyahoga Community College in huge in Cleveland with several campuses), connect with OhioLink Libraries and more broadly work with consortia; small colleges are plentiful in the Midwest; HBC institutions;
2. Develop stronger relationships with foreign academic libraries. The Canadian Association of Professional Academic Librarians or CAPAL may have merits to draw larger communities of those librarians (<https://www.congress2017.ca/associations/304>). It is suggested that we review the census of international registrations and better maximize that registration. IFLA can also be a good international venue to attract new sponsors who want to reach the US markets. This may be something that the ACRL Board wants to consider.
3. Continue the efforts made for 2017 to offer benefits such as the webinar and 60-minute program for highest level donors. Mailing lists are not so valuable any longer as so many registrants opt out. Promote the publicity each sponsor gets for

- hosting a program. Signage varies at every venue but the screens in Baltimore were well liked.
4. Stewardship. Vendors greatly appreciate personal thank yous at conference from Board members. We should look at our overall thanking strategy – perhaps for libraries in particular – toward making sure our Colleagues are appropriately thanked for their support.
 5. In addition to thank you signage, a strategy should be developed to verbally thank each session sponsor. This is particularly important to library attendees that sponsorship is an important part of putting on the conference.
 6. Capping registration at a modest amount puts additional pressure on fundraising. Increasing registration distributes the burden across all sectors and this may be the year to increase to where scholarships can still make a difference without needing to offset that.
 7. Exploring with Overdrive, a Cleveland e/audio book vendor making deeper sales in academic libraries, about how to be the central sponsor – they were acquired in 2015 by a Japanese equity firm so not sure how that will play out. Bigger donors are hard to get and sustain. A smaller Cleveland vendor is Zubal Books, a used books middleman that has reach throughout the country and has exhibited at ALA over the last few years
 8. Continue to meet new vendors and exhibitors at other conferences and play that out. Remember to follow up on every lead and contact. This is almost roulette and the wheel spins and changes the dynamic rather often.
 9. Bridge the gaps between exhibiting, advertising and sponsorship. This is artful and requires transparency and cooperation from the ACRL Office. Make sure that everyone knows what is taking place on what calendar.
 10. Find more to sponsor at the \$5,000 price tag
 11. Potentially raise the costs of sponsoring a workshop to \$2500
 12. Retain the entry fee at \$750 but remain open to sponsors who can only do less

Conclusions

Start earlier and keep spreadsheets current with key contacts updated from the get-go. This is tedious but makes a difference. We need to form a committee realizing that not all members will be at ALA MW and Annual conferences but they can still participate. Involve sponsors in conference planning to the extent we can and think we can do more. Goalsetting is nearly impossible when everyone's calendar is different. Play on the positives of Cleveland and demonstrate that programming and sponsorship may cover a lot of expenses associated with being away. We look forward to beginning another round of ACRL Colleagues 2019.



LEADERSHIP COUNCIL & Membership Meeting AGENDA

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

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

**2:15–2:45 p.m. 8.0 Putting the Resonance in
Leadership #2.0, #3.0**

*Anne Marie Casey
Patricia A. Kreitz
Co-chairs
2017 President's Program
Planning Committee*

2:45–2:50 p.m. 9.0 ACRL 2019

*Trevor A. Grigoriev Dawes
ACRL 2019 Conference Chair*

2:50–2:55 p.m. 10.0 ACRL Scholarship Campaign

*Lori Goetsch
ACRL Scholarship Chair*

**2:55–3:00 p.m. 11.0 Closing Remarks & Invite to MW
2018**

Irene M.H. Herold

*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

ACRL Development Report, September 2016 – June 2017

Mary Jane Petrowski

June 13, 2017

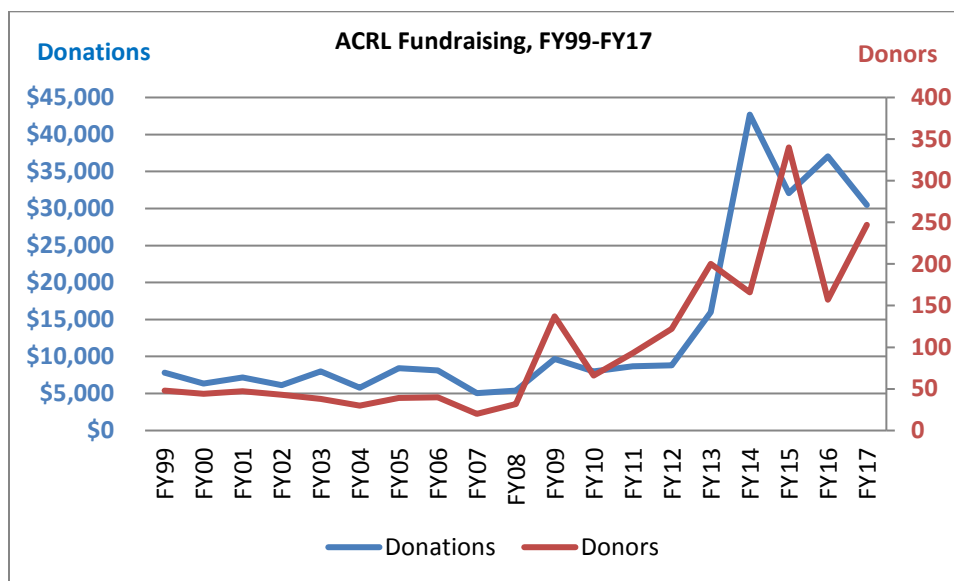
Planned Giving

To ensure that ALA will have a strong future to support all libraries and librarians, ALA conducted the 15x15 campaign to raise \$15 million by 2015. During the campaign a number of ACRL members have expressed interest in becoming members of the ALA Legacy Society. The ALA Legacy Society is a group of committed individuals who have remembered the Association as a beneficiary in their will, trust, retirement plan or life insurance policy. The Legacy Society provides a way to recognize and thank these donors during their life time.

In FY13, four ACRL members (Trevor A. Dawes, Julia Gelfand and David Lang, Mary Jane Petrowski, and Patricia Wand) supported the ALA 15x15 campaign by becoming members of the ALA Legacy Society. In FY14 Anne K. Beaubien and Joyce L. Ogburn and Steven A. Eichner joined the ALA Legacy Society. In FY16 James and Fran Neal, already members of the ALA Legacy Society, made a designated bequest to ACRL as did an anonymous donor. In FY17 John A. Lehner and David and Cynthia Steinhoff made planned gifts to ACRL.

ACRL Annual Campaign

FY17 Friends Fund donations to date total \$30,453. Of that amount, \$21,400 was donated to the ACRL Conference Scholarship Fund which supports scholarships for the 2017 and 2019 ACRL Conferences.

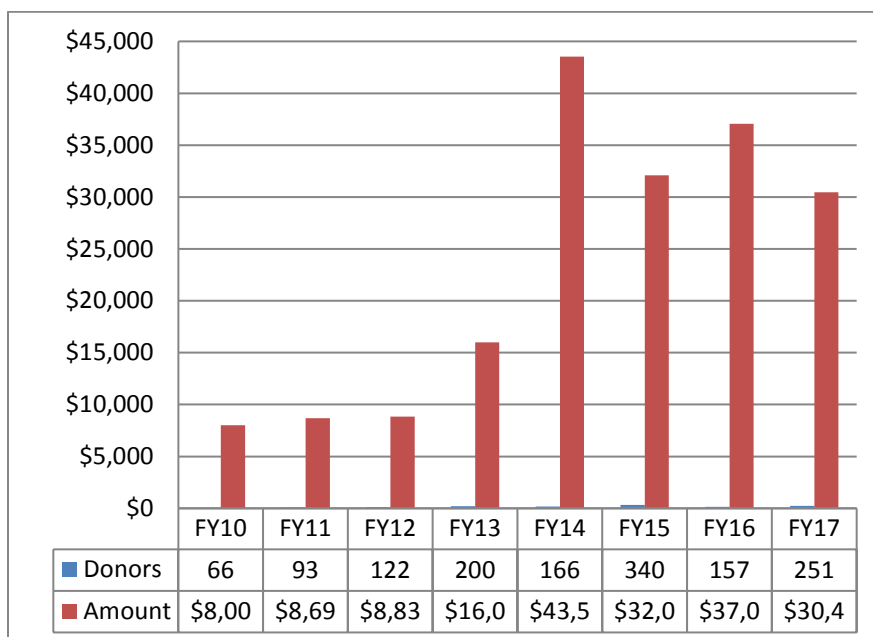


Donations for FY17 (September 1, 2017 – June 13, 2017) have been designated as follows: Advancement Fund (10.4% / \$3,190); Conference Scholarship Fund (70.2% / \$21,400); General Fund (1 % / \$320); RBMS Scholarships (18.2% / \$5,543).

To date we have received support from 251 annual fund donors. One hundred four (104) donors made first-time gifts, representing 42.1% of FY17 donors. Fifty-four donors (21.9%) have given continuously (from 5 to 15 years). Eighty-nine reinstated donors (36%) also made gifts. Seventeen donors have joined the ACRL Circle of Friends which recognizes the sustained generosity of those who have been Friends of ACRL for 5 to 9 years. Three donors have joined the ACRL Circle of Distinction which recognizes the sustained generosity of those who have been Friends of ACRL for 15-20 years.

The average gift in FY17 is \$121.32 and the median donation was \$50.

ACRL Fundraising, FY10-17



2017 ACRL Conference Scholarship Campaign

Eighty-three of the 170 ACRL 2017 Conference scholarships (over \$61,500 in value) came from the ACRL Scholarship Campaign. Twenty-three division-committees participated in the campaign along with ten sections and one interest group. Complete details regarding the 2017 Conference Scholarship Campaign are provided Appendix A.

Stewardship

Stewardship remains an important focus in FY17. The ACRL president sent personal thank-you notes to all donors. Board members, section leaders, and division-level committee chairs also called donors within 24-72 hours to express appreciation. Thanksgiving e-cards and holiday cards were also sent to all donors who made gifts during FY16. Pins and letters of appreciation were sent to the donors who became eligible to join the ACRL Circle of Friends after having contributed to the Friends of ACRL years and to the ACRL Circle of Distinction after having donated to the Friends of ACRL for more than fourteen years.



cards for
and gratitude.
made at the RBMS

Donors were also recognized at a special Friends appreciation reception in Baltimore during the ACRL 2017 Conference on March 25, 2017. New inductees to the ACRL Circle of Friends, ACRL Circle of Excellence, and Circle of Distinction received their pins. During the Scholarship Breakfast on March 24, the scholarship recipients received stamped and addressed thank-you donors and encouraged to share their appreciation. A similar donor thank-you card mailing effort will be Conference in June.

Historical Data

ACRL Friends Contributions and Fund Balances, 1998-2017								
Year	Number of Donors	Amount Received	ACRL Advance-ment + General Fund	ACRL Conference Scholarships + Professional Development	Innovative Programming	Advocacy	Board Strategic Plan Initiative Fund	RBMS Scholarship Fund
2016-17	251	\$30,453						
2015-16	157	\$37,060						
2014-15	340	\$32,089						
2013-14	166	\$42,684						
2012-13	200	\$16,002	Current Balance	Current Balance	Current Balance	Current Balance	Current Balance	Current Balance
2011-12	122	\$8,831						
2010-11	93	\$8,691						
2009-10	66	\$8,002	\$4,000	\$790	\$9,547	\$3,864	\$5,760	\$11,637
2008-09	137	\$9,656						
2007-08	32	\$5,400	% of Donations to Date	% of Donations to Date	% of Donations to Date	% of Donations to Date	% of Donations to Date	% of Donations to Date
2006-07	20	\$5,050						
2005-06	40	\$8,110						
2004-05	39	\$8,420	16.7%	60.3%	8%	6%	9%	5.3%
2003-04	30	\$5,770	Current balance: \$35,598					
2002-03	38	\$7,970						
2001-02	43	\$6,120						
2000-01	47	\$7,154						
1999-00	44	\$6,335						
1998-99	48	\$9,328						
Total gifts		\$263,125						
Total disbursements		\$227,527						
Balance remaining		\$35,598						

Fund Disbursements

From 2002 through June 13, 2017, ACRL has expended \$160,072 of the Friends Fund including:

- (\$6,825) for ACRL 2003 National Conference scholarships
- (\$3,544) for the one-time Best Practices Marketing Awards
- (\$1,485) for nine Virtual National Conference scholarships for international members¹
- (\$3,000) for two CONPAB and CACUL National Conference participants
- (\$5,000) for ten 2005 National Conference preconference scholarships
- (\$1,800) for three 2006 ACRL/ARL Scholarly Communications Institute Scholarships
- (\$1,000) for 2007 RBMS Diversity Committee recruitment visits to Seattle universities
- (\$3,000) for five Dr. E. J. Josey Spectrum Scholar Grants to attend 2007 ALA Annual Conference in Washington D.C.
- (\$8,625) for 15 National Conference Scholarships to attend the 14th ACRL National Conference in Seattle.
- (\$1,245) for 2010 RBMS Preconference scholarships
- (\$1,500) for one travel stipend to the 2009 ACRL/Harvard Leadership Institute
- (\$1,500) for one travel stipend to the 2010 ACRL/Harvard Leadership Institute
- (\$241.95) for the ACRL Literatures in English Section (LES) job shadow program (FY11-FY12)
- (\$6,250) for 10 ACRL Conference Scholarships to attend the ACRL 2011 Conference in Philadelphia.
- (\$2,500) for 2012 RBMS Preconference scholarships
- (\$2,702) for three ACRL members to attend the 2012 Joint Conference of Librarians of Color
- (\$6,300) for 10 ACRL Conference Scholarships to attend the ACRL 2013 Conference in Indianapolis.
- (\$6,500) for the FY13 ALA Spectrum Scholars Initiative.

¹ Although the Board approved funds to provide 27 scholarships, only 9 applications were received.

- (\$10,000) for uploading *C&RL* back files (Goal Area 3, Objective 1) in 2013.
- (\$3,335) for 2013 RBMS Preconference scholarships.
- (\$4,167) for support for the Library Copyright Alliance Project (Goal Area 3, Objective 3) in 2013.
- (\$4,500) for support for a Scholarly Communication Workshop (Goal Area 3, Objective 3) in 2013.
- (\$7,800) for additional consulting and coaching of “Assessment in Action” facilitation/design team in 2013.
- (\$3,915) for 2014 RBMS Preconference scholarships.
- (\$56,838) for 75 ACRL Conference scholarships to attend the ACRL 2015 Conference in Portland.
- (\$3,960) for 2015 RBMS Conference scholarships.
- (\$61,500) for 2017 ACRL Conference scholarships
- (\$4,920) for 2017 RBMS Conference scholarships

Note: All of the Friends donations are received in one accounting project. ACRL staff manually track the donations to (and expenditures from) the specific fund categories listed above.

Significant Historical Background

- In April 2016 the Board approved the creation of the ACRL Advancement Fund and the ACRL Conference Scholarship Fund. The ACRL Advancement Fund broadly supports the activities of ACRL with a focus on initiatives and programs that advance the priorities and goals of the division. This includes programs and initiatives that strengthen ACRL's influence in higher education and research. This fund replaces the following funds: Advocacy, Board Strategic Plan Initiative, and Innovative Programming. The ACRL Conference Scholarship Fund supports attendance at the biennial ACRL conference for promising students, early and mid-career librarians. It seeks to increase diversity and enhance access to knowledge and expertise for the next generation of academic and research librarians. This fund replaces the Professional Development Fund. The ALA online giving form now includes only the ACRL Advancement Fund, ACRL Conference Scholarship Fund, and RBMS Scholarship Fund.
- The Board also approved the delegation of disbursement authority for the ACRL Advancement Fund to the Board of Directors and approved the ACRL Budget and Finance Committee as the disbursement authority for the new ACRL Conference Scholarships Fund.
- 75th Anniversary Campaign: In December 2013 the ACRL Board of Directors voted to approve a 75th Anniversary fundraising goal of \$50,000 to fund at least 75 additional scholarships for new librarians, library school students, and library support staff to attend the ACRL 2015 Conference in Portland, Oregon. The total amount raised was \$56,084. The Association of College and Research Libraries (ACRL) has awarded a record-breaking 179 scholarships for the ACRL 2015 conference. Scholarships were awarded in six categories, including early- and mid-career librarians, support staff and Spectrum Scholar travel grants, amounting to a total of \$112,995. Funding for 75 of these scholarships (more than \$56,000 in value) was raised through the ACRL 75th Anniversary Kick Start the Future Scholarship Campaign. The ACRL Board of Directors passed a resolution in June 2015 honoring Steven Bell for his leadership of the Kick Start the Future Campaign.
- In April 2013, the ACRL Board of Directors approved \$32,967 to support five projects that advanced the Plan for Excellence with respect to Goal Area 3, Objectives 1, 3, and 4.
- At the 2013 ALA Midwinter Meeting the ACRL Board of Directors voted to dissolve the two subcommittees of the Budget and Finance Committee (Friends Fund Committee and Friends Fund Disbursement Committee) effective at the close of Annual Conference 2013. Prior to this decision, the Friends Fund Disbursement Committee would recommend disbursements from the Friends Funds for approval by the Friends Fund Committee.

- Recognizing that ACRL needed to continue to diversify its revenue streams, at the 2013 ALA Midwinter Meeting the Board also approved a decision to change the way the Friends funds are recognized in the budget. In response to discussion at the joint session of Board and Budget and Finance Committee, the ACRL staff will record donated funds and show them as revenue in the operating budget beginning in FY14. Prior to this decision, donations were placed into a restricted account and not recognized in the operating budget. This decision supports ongoing changes in the organization of the Friends of ACRL program, enabling the division to use the funding to better support strategic initiatives while honoring donor intent. Staff maintains careful records of Friends Fund donations to ensure that donations are spent only on specific projects in accordance with donor intent. The ALA Finance Office subsequently informed staff that donations must first be recognized in the restricted fund account before they are transferred into the operating budget to offset expenses approved by the Board. Additionally, projected transfers from restricted accounts can also be recognized in the operating budget. Accordingly, ACRL transfers restricted funds into the operating budget for the appropriate project
- At the 2013 ALA Midwinter Meeting, the Board also agreed to assume responsibility for disbursing Friends Funds (other than those dedicated to professional development, which will be disbursed by the Budget & Finance Committee) to more directly support the Plan for Excellence. Historically, most Friends donations have been used to support scholarships. While scholarships are a worthy initiative, ACRL Friends have given for many other purposes.
- The ACRL Executive Committee approved changes to the Friends Fund Disbursement guidelines at the 2012 Spring Executive Committee meeting in Chicago. The approved changes include aligning the project with the objectives of a specific fund, guidelines for determining the total amount that can be expended annually, and clarification of the RBMS scholarships fund disbursement process. The call for proposals was changed to once a year so that decisions could be made and announced at the beginning of the fiscal year. The new guidelines also require requestors to explain how the proposal would address donor intent and include a detailed budget. The annual Friends Fund budget is approved by the Board and therefore if the subcommittee and Budget & Finance Committee determined that it was necessary to exceed the amount budgeted for Fund disbursements, an exception must be requested from the Executive Director (if \$5,000 or less) or the Board (if the amount exceeds \$5,000).
- The ACRL Executive Committee approved changes to re-name and re-position donor categories for Friends at the May 15, 2008, meeting in Washington, D.C. The ACRL web site and the ALA online giving forms have been revised to reflect the changes below. New ribbons reflecting the new categories are now mailed to donors along with a thank-you letter.
- The RBMS Scholarship Fund was added in December 2008.
- The ACRL Executive Committee approved charging indirect expenses related to the Friends of ACRL to a separate non-restricted account designated for this purpose on May 5, 2002.
- The ACRL Executive Committee approved restoring to the restricted Friends of ACRL account monies from the ACRL fund balance to bring the restricted Friends fund to the total amount of donations given since 1999 on May 5, 2002.
- The ACRL Board approved the creation of the Friends of ACRL with a start date of January 1, 1999 on June 30, 1998.

Old Donor Categories	New Donor Categories	New Giving Categories	Old Giving Categories
Millennium Club (\$1,000 and over)	Patrons (\$1,000 and over)	ACRL Conference Scholarships	Professional Development
Gold Club (\$500 - \$999)	Sponsors (\$500 - \$999)	ACRL Advancement	Innovative Programming
Silver Club (\$250 - \$499)	Contributors (\$250 - \$499)	ACRL Advancement	Advocacy

Century Club (\$100 - \$249)	Associates (\$100 - \$249)	ACRL Advancement	Board Strategic Plan Initiative Fund
Friends (\$45 - \$99)	Friends (less than \$100)	RBMS Scholarships	RBMS Scholarship



2017 ACRL Friends Appreciation Reception



ACRL Circle of Friends Donors, March 25, 2017, Baltimore, MD

APPENIX A
2017 ACRL CONFERENCE SCHOLARSHIP CAMPAIGN
FINAL REPORT SUMMARY

Report for the period ending March 31, 2017

1. Campaign Working Goal	\$50,000
2. Total raised	\$61,500
Professional Development Fund Donations	\$ 20,368
ACRL Conference Scholarship Fund Donations	\$ 37,257
General Fund (unrestricted)	\$ 3,130
Moffett Family Fund (unrestricted)	\$ 745
3. % of Campaign Goal Reached	123%
4. % of Campaign Period Elapsed	100%
5. Number of Gifts Closed	278
6. Number of Gifts of \$1,000 or more	18
7. FY16 & FY17 Board Member Gifts (Number and Total)	\$10,108 (30/18)
8. Number first-time donors	164

Eighty-three of the 170 ACRL 2017 Conference scholarships (over \$61,500 in value) came from the ACRL Scholarship Campaign.

Participation by Member Groups

The 2017 ACRL Conference Scholarship campaign was focused on seeking major support from the ACRL Leadership Council (including the ACRL Board, division-level committees, sections, and interest groups) with the goal being to involve as many ACRL units as possible in the campaign effort. The fundraising campaign went public at the ALA Midwinter 2016 Leadership Council meeting in Boston. The leadership class was invited to participate in the campaign and thirty-seven groups raised funds and/or donated FY16 and FY17 Basic Services funds. Lori Goetsch served as the 2017 ACRL Conference Scholarship Campaign.

Board participation was 100% (13/13 in FY16 and FY17) and B&F participation totaled 66.6% (8/12). Past president participation was 51.7% (15/29). Former board members

participation was 57.5%(23/40). Twenty-three division-committees participated in the campaign along with ten sections and one interest group. Sections donated \$9,677 in Basic Services Funds; division-level committees donated \$2,669.

Participation by group is shown below.

Thirteen named scholarships were funded by the following groups:

ACRL Group	Amount Raised	Number of Scholarships Funded
ACRL 2017 Conference Coordinating Comm.	\$1,300	1 named scholarship
ACRL 2017 Scholarships Committee	\$880	1 named scholarship
Budget & Finance Committee	\$3,215	4 named scholarships
College Library Section (CLS)	\$790	1 named scholarship
Community & Junior College Library Section (CJCLS)	\$842	1 named scholarship
Digital Humanities Interest Group	\$740	1 named scholarship
Instruction Section (IS)	\$2,100	2 named scholarships
<i>Friends of Lynn O. King (retirement gift)</i>	\$740	1 named scholarship
Literatures in English Section (LES)	\$750	1 named scholarship
Public Policy & International Relations Section (PPIRS)	\$880	1 named scholarship
Science & Technology Section (STS)	\$1,020	1 named scholarship
Slavic & East European Studies Section (SEES)	\$750	1 named scholarship
University Libraries Section (ULS)	\$1,390	1 named scholarship
Value of Academic Libraries Committee	\$745	1 named scholarship
Total	\$16,142	18 named scholarships

An additional \$4,761 was raised by the following ACRL groups:

ACRL Group	Amount Raised
ACRL Academic Library Trends & Statistics Survey Editorial Board	\$150
ACRL/LLAMA Building Resources Committee	\$300
ACRL 2017 Contributed Papers Committee	\$150
ACRL 2017 Innovations Committee	\$150
ACRL 2017 Invited Papers Committee	\$188
ACRL 2017 Keynote Speakers Committee	\$150
ACRL 2017 Local Arrangements	\$150
Anthropology and Sociology Section (ANSS)	\$270
Asian, African and Middle Eastern Section (AAMES)	\$230
C&RL Editorial Board	\$175
C&RL News Editorial Board	\$213
Distance Learning Section (DLS)	\$530
Information Literacy Frameworks & Standards Committee	\$150
Membership Committee	\$330
New Publications Advisory Board	\$150
Publications Coordinating Committee	\$150
Publications in Librarianship Editorial Board	\$150
RBM Editorial Board	\$150
Research and Scholarly Environment Committee	\$150

Section Membership Committee	\$150
Student Learning & Information Literacy Committee	\$355
Value of Academic Libraries Committee	\$370
Total	\$4,761

During the campaign (April 1, 2015 – March 31, 2017), ACRL received 278 gifts from 243 donors. The average gift was \$134.

The 2017 ACRL Conference Scholarship campaign web site at <http://acrl.ala.org/campaign/> provides information on donors, group fundraising goals, donor profiles, and statements from scholarship recipients.

The chart below shows the donations by constituent groups.

Donor Groups	Amount Raised	% of Total Raised
ACRL past presidents	\$14,100	25.14%
ACRL Board & Budget and Finance Committee	\$12,631	24.3%
Sections	\$ 8,276	14.7%
ACRL and ALA staff members	\$ 5,050	9.0%
Former ACRL Board members	\$ 4,942	8.8%
ACRL division-level committees	\$ 3,273	5.8%
ACRL chapters	\$ 635	1.1%
Subtotal	\$48,907	87.2%
Others (non-members, former members, 2015 Conference attendees, annual fund donors, etc.)	\$ 10,453	18.3%
Total	\$56,838	100.0%



Lori Goetsch, 2017 ACRL Conference Scholarship Campaign Chair, and A. J. Muhammad, recipient of the ACRL Scholarships Committee Scholarship

Stewardship

One hundred six Friends of ACRL, including donors to the 2017 ACRL Conference Scholarship Campaign, attended a Friends of ACRL appreciation reception on March 24, 2017 in the Hilton Baltimore Hotel in Baltimore, Maryland. A. J. Muhammad, the recipient of the ACRL Scholarships Committee Early Career Scholarship, a distinction given to the highest ranking of the 220 scholarship applicants in this category, addressed the crowd.

Campaign donors Julia Gelfand, Erika Linke, and Pam Snelson were

inducted as the first members of the ACRL Circle of Distinction, honoring those who have supported the Friends of ACRL for 15-plus years.



*ACRL Circle of Distinction Members (L-R):
Erika Linke, Pamela Snelson, and Julia Gelfand*



*ALA Legacy Society Members (L-R): Mary Jane Petrowski,
Trevor A. Dawes, Patricia A. Wand, Julia Gelfand, Joyce L. Ogburn,
Jim and Fran Neal*

ACRL Scholarship recipients had an opportunity to meet and speak with each other as well as donors at the Scholarship Breakfast during the ACRL 2017 Conference. Each scholarship recipient was invited to write a thank-you note to two donors. Stamped, addressed envelopes were provided. One scholarship recipient wrote, "I am proud and honored to have received a scholarship to this conference. This was an amazing opportunity and it made traveling much easier as a new librarian. Thank you again."



2017 ACRL Conference Scholarship Recipient Breakfast, March 24, 2017, Baltimore, MD



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ACRL AND ADVERTISING

[December 18, 2013](#) | [Trevor A. Dawes](#)

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Earlier this year, several members contacted the ACRL Board to express their concern about some advertising that appeared in our e-newsletters. Although advertising revenue is significant to the operation of ACRL, we listened to the expressed concerns and the ACRL Board of Directors agreed to review its advertising policy and processes.

During the period of the review we were, and remain, obligated to honor all contractual agreements with all companies with which we had advertising contracts.

At the Board Strategic Planning and Orientation session in the fall, the ACRL Board conducted a thorough review of ACRL's advertising policies including consulting with legal counsel. The Board voted to affirm its existing policy, "All advertising is subject to the publisher's approval. The publisher reserves the right to reject advertising" with the addition of the phrase "for any reason" so as to



ABOUT ACRL INSIDER

The mission of ACRL Insider is to keep the world current and informed on the activities, services, and programs of the [Association of College & Research Libraries](#) (a division of the [American Library Association](#)), including publications, events, conferences,

ACRL AC17 Doc 23.0

and eLearning opportunities.

leave no doubt that the decision rests entirely with ACRL. The complete policy now reads: “All advertising is subject to the publisher’s approval. The publisher reserves the right to reject advertising for any reason.”

The Board further discussed under what conditions ACRL might choose to reject an advertisement, as an advertisement does not constitute an endorsement of a product or service. We determined that ACRL would consider rejecting an ad if the advertising company:

- Provides “education” or information that is contrary to ACRL values/educational message/mission/policies, or
- Actively promotes an agenda/education opposing core principles of academic librarianship.

The Board also made a commitment to alert ACRL staff of questionable services, practices, or messages that vendors may be making that would be in conflict with ACRL’s advertising policy. With this process in place ACRL would choose not to accept additional advertising from companies about which concerns were expressed.

The ACRL Board of Directors wishes to acknowledge and express our appreciation to those of you who shared your concerns about advertisements in our publications. ACRL could not accomplish as much as it does without the efforts of its many member volunteers and we appreciate your service to further the profession for the greater good.

Trevor A. Dawes
2013-14 ACRL President

RECENT POSTS

- [Summer e-Learning from ACRL](#)
- [Member of the Week: Natalie Bennett](#)
- [APPLICATION DEADLINE EXTENDED: Call for Presenters – “Engaging with the ACRL Framework” Workshop](#)
- [Last Push THIS MORNING for “Missing” LSTA/IAL Signatures](#)
- [Mobile Technology and Academic Libraries: Innovative Services for Research and Learning](#)
- [ACRL Program Proposals for 2018 ALA Annual Conference](#)
- [Instruction](#)



Association of College and Research Libraries
2016 Fall Board Strategic Planning Session (SPOS)
Wednesday, September 14, 2016 – Friday, September 16, 2016
Hotel Monaco Baltimore, 2 North Charles Street, Baltimore, MD 21201

AGENDA
Strategic Board Thinking Practices
(Chait, Ryan, & Taylor)

Generative – Generative thinking on the part of each board member leads to a more robust organization. Generative thinking helps the board look at patterns and environmental signals.

Strategic – Focus on performance and direction setting. Policy setting and strategic decision making are part of the strategic thinking practice.

Fiduciary – Focus on stewardship and governance, including legal and financial accountabilities. Important aspects of fiduciary thinking are stewardship and representation on behalf of members who elected the board members.

SPOS Meeting Outcomes

Generative

- An identification of environmental trend/themes that may impact ACRL's future direction.
- Deeper understanding of member engagement and member survey results

Strategic

- A review of ACRL's strategic direction to ensure relevance and sustainability.
- A set of focused initiatives in response to the strategic plan with particular focus on the integration of the new goal four, "New Roles/Changing Landscapes" into the rest of the Plan for Excellence initiatives.

Fiduciary

- Increase understanding of the roles and responsibilities of a strategic board and leadership's role in transformation and change.
- Develop ground rules for the board's work in 2016–17.
- Review and refine as needed board evaluation tool and process.
- Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.
- Exercise of effective stewardship of ACRL's Plan for Excellence.
- Review draft membership promotion materials for library directors to consider membership in ACRL and to use with staff to talk about benefits of ACRL membership.



**Association of College and Research Libraries
2016 Fall Board Strategic Planning Session**

Wednesday, September 14, 2016

2:00 p.m. – 5:00 p.m.

Hotel Monaco Baltimore – Athens North Room, 2 North Charles Street, Baltimore, MD 21201

Noon – Lunch at Cazbar (316 N Charles Street) for available attendees.

Expected Outcomes for Day One:

- Increase understanding of the roles and responsibilities of a strategic Board.
- Develop and affirm ground rules for the board's work in 2016–17.
- Strengthen relationships among board members to foster open communication and effective Board stewardship.
- Review and revise as needed Board evaluation tool and process.
- Give feedback on ACRL membership recruitment materials for directors.

Wednesday Detailed Agenda

- 2:00 p.m. 1.0 Opening Remarks, Introductions, and Agenda Overview (Herold)
 - Welcome, review of agenda, logistics
- 2:15 p.m. 2.0 Getting to know you (Middleton)
- 2:45 p.m. 3.0 The Strategic Board - Discussion and board development (McNeil)
 - Knowledge-based Board Principles #1.0
 - Discussion of strategic board practices #2.0
- 3:30 p.m. 4.0 Review and revise existing Board Ground Rules (Malenfant)
 - Existing ground rules #3.0, 4.0, 24.0
- 3:45 p.m. 5.0 Review and revise ACRL Board Evaluation (Malenfant)
 - Existing evaluation #30.0
- 4:00 p.m. Break
- 4:15 p.m. 6.0 Update on ACRL membership (Petrowski)
 - Survey results and member engagement analysis #16-#18
 - Review of ACRL promotional materials aimed at library directors who are ACRL members; peer-to-peer recruitment #31
 - Review of promotional letter aimed at non-member directors #32
- 5:00 p.m. 7.0 Adjourn (Herold)
- 5:45 p.m. Meet in lobby for short walk 10 min walk (.4 mi) or short cab ride to Enoch Pratt Free Library
- 6:00 p.m. Private tour of Edgar Allan Poe Collection, Michael K. Johnson Manager, Special Collections
- 6:50 p.m. Walk from library to Warehouse 518 for dinner, 5 min walk (.2 mi)
- 7:00 p.m. Dinner at Ware House 518 (518 North Charles Street).



Association of College and Research Libraries

2016 Fall Board Strategic Planning Session

Thursday, September 15, 2016

8:30 a.m.–3:30 p.m.

Hotel Monaco Baltimore – Athens North Room, 2 North Charles Street, Baltimore, MD 21201

8:00–8:30 a.m. Breakfast available in the Athens North Room

Meeting Outcomes for Thursday and Friday

1. An enhanced understanding of leadership's role in transformation and change.
2. An identification of how external conditions and member needs impact ACRL's future direction.
3. A review of ACRL's strategic direction to ensure relevance and sustainability.
4. A set of focused initiatives in response to the strategic plan, with a particular focus on the integration of the new goal four, "New Roles/Changing Landscapes" into the rest of the Plan for Excellence initiatives.

Thursday Detailed Agenda

- 8:30 a.m. 8.0 Provide Welcome and Introductions (Herold)
- 9.0 Provide Overview of Agenda and Expected Meeting Outcomes (Paul D. Meyer, Tecker International)
- Expected Meeting Outcomes, and Session Ground Rules #3.0, 4.0, #24.0, #28
- 10.0 Provide Brief Overview of Board and Committee Roles and Responsibilities (Meyer) #7, #8
- Board's Fiduciary and Strategic Roles and Responsibilities
 - Committees' Role in Strategic Planning
- 11.0 Present Characteristics of Transformational Leadership (Meyer)
- Discuss Individual Characteristics
 - Discuss Corporate Characteristics
 - Discuss Application to Profession and ACRL
- 10:00 a.m. Break
- 10:15 a.m. 12.0 Discuss ACRL's Envisioned Future in Response to Transformational Leadership Presentation (Meyer)
- 13.0 Review and Discuss Professional Environment (Meyer) #19, #20, #23
- Using ACRL's environmental scan and membership survey results, the meeting participants will work in small groups to determine any environmental drivers that may change the association's strategic direction. Key drivers will be determined and their possible impact on ACRL's future direction.



Noon *Lunch – Athens South Room*

1:00 p.m. 14.0 Begin Discussion on Reviewing and Updating ACRL’s Strategic Plan (Meyer) #27

- Discuss Intent of Adding Goal #4: New Roles and Changing Landscapes (large group discussion)
- Assess Progress on Goals 1–3 (small group discussion)#6.0, #9.0–14, #21, #22, #29
- Break
- Report Out
- Discuss Possible “High Level” Adjustments to Strategic Plan (large group discussion) Considering Environment and Progress

15.0 Provide Closing Remarks (Herold)

3:30 p.m. *Adjourn*

4:30 p.m. (*sharp*) Bus departure for Coradetti Glass Studio. Meet in lobby of Hotel Monaco.

4:45 p.m. Arrival at Coradetti Glass Studio for a 2.5–3 hour glass class.

7:15 p.m. Walk to Artifact Restaurant for dinner (across the street)

7:30 p.m. Dinner at Artifact Restaurant

9:00–9:30 p.m. Bus returns to Hotel Monaco



**Association of College and Research Libraries
2016 Fall Board Strategic Planning Session with Goal Area Committee Leaders**

Friday, September 16, 2016

8:30 a.m.–3:30 p.m.

Hotel Monaco Baltimore – Athens North Room, 2 North Charles Street, Baltimore, MD 21201

8:00 – 8:30 a.m. Breakfast available in the Athens North Room

Friday Detailed Agenda

8:30 a.m. 16.0 Welcome (Herold)

17.0 Provide Brief Presentation on Association Trends (Meyer)

18.0 Continuing Reviewing and Updating ACRL's Strategic Plan

- Review and Discuss Possible Changes to Goals and Objectives and Implications (full group discussion)
- Finalize Goals and Objectives (full group discussion)

10:00 a.m. *Break*

- Discuss and Refine Work Plans for Implementation of ACRL's Goals (work in small groups) #10-#12
- Review and Create (Goal #4) Work Plans
- Discuss Work Plans with Colleagues in Small Groups and Rotate Board Members (e.g., variation on World Café model)

Noon *Lunch – Athens South Room*

1:00 p.m. 19.0 Report Out and Discuss Changes and Assess Implications to ACRL Infrastructure and Existing Programs (large group discussion)

Questions for Consideration:

- What enhancement do we need to make to existing initiatives?
- What, if any, new initiatives are needed?
- Are there any initiatives/activities that could be discontinued?

20.0 Provide Closing Remarks and Quick Check on Meeting Outcomes & Next steps (Herold/Meyer)

3:30 p.m. *Adjournment*

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Framework Workshop Presenter Coordinator: Role and Responsibilities and Call for Applications

ACRL has designated a Presenter Coordinator for each of its licensed workshops. The Coordinator for each provides leadership for the administration and curricular development of the workshop offered. The Coordinator benefits from a deep knowledge of the history, principles, curriculum, and current developments related to workshop content. Each presenter team functions as a collaborative body to develop and teach the workshops, and each Coordinator plays a key role by leading collaboratively and maintaining the consensus and team approach to the work.

The role of the Coordinator focuses on meeting facilitation, delegation and follow-up on group and individual tasks of the presenters, building consensus, and communication and advocacy with varied audiences on behalf of the workshop groups (audiences include program participants, presenters, ACRL staff, and ACRL governance bodies). The Coordinator's intimate knowledge of the workshop's learning objectives, curricula, presenter culture, as well as ACRL governance structures, is critical to the ongoing success of the workshops.

The Coordinator holds a 3 year appointment with an option for renewal for a maximum of 2 terms through this same full selection process. Appointments are effective at the end of the ALA Annual Conference.

Detailed Responsibilities include:

Serve as the chief liaison for the workshop

- Field communications from ACRL Board, designated member oversight group, ACRL staff, ACRL members, and/or any external professional queries about the program. For the ACRL *Framework* workshop, the member oversight group is the Framework Advisory Board (through June 2017) and then the Student Learning and Information Literacy Committee (July 2017+).
- Serve as a resource for the ACRL staff and designated member oversight group regarding processes of participant selection, program planning, site selection, or other issues.
- Prepare reports as needed.

Program administration

- Establish presenter rotations; work with presenters and ACRL staff as necessary to establish timelines.
- Establish agenda development for presenter meetings which may be held at Midwinter, Annual, or virtually. Facilitate meetings and discussions that result in collaborative decision-making.
- Arrange for a debriefing discussion with presenter team members after a workshop has occurred and workshop evaluation results have been disseminated and reviewed. Distribute meeting notes to all team members related to curriculum and workshop improvement ideas to consider.
- Setup meeting time/locations for midwinter and annual conferences as needed and send requests to appropriate ACRL staff. Send email to presenters for meeting agenda items.
- Facilitate, or arrange for facilitation of, meetings and curriculum development as needed.
- Assure deadlines and timelines are met.

ACRL AC17 Doc 25.2

- Send final documentation (PowerPoint slides, presentation notes, handouts) to ACRL staff liaison.
- Assure presenter agreements and commitments are upheld.

Liaison to ACRL

- Field questions from ACRL staff about site selection and program logistics. Review marketing materials with ACRL staff.
- Serve in an ex officio capacity as liaison to designated member oversight group. Attend committee meetings at ALA Midwinter Meetings, Annual Conferences, and/or virtually. Take feedback to presenters for action or comment. Provide a brief annual report to keep the Chair informed about processes and details of the work of the presenters, including curriculum changes and new program development.

It is anticipated that the above responsibilities will take 3-5 hours per month.

Qualifications:

- Current experience as a workshop presenter.
- Knowledge of the workshop curriculum and goals.
- Excellent leadership and collaborative skills; ability to build a team and lead collaboratively.
- Ability to communicate with a wide variety of constituents.
- Strong organizational skills.

Responsibilities of ACRL

ACRL provides a modest annual honorarium to the presenter coordinator for this role, in addition to the honorarium provided as a workshop presenter.

How to apply

To apply, please prepare the following materials. Applications must be submitted electronically as a single PDF document that includes:

1. A statement that addresses the following question:
 - How would you foster collaboration, innovation, shared decision making, and productive problem-solving within the Framework workshop presenter team?
 - Describe your experience with working with groups across distances and what you have learned from that experience that would be helpful in this situation.
2. Your résumé.

The single PDF application must be submitted via email **by 11:59 p.m. Central on May 19, 2017**, to Tish Hayes, Framework Advisory Board Interim Co-Chair, at hayesl45@morainevalley.edu

AiA Presenter Coordinator: Role and Responsibilities

ACRL has designated a Presenter Coordinator for each of its licensed workshops. The Coordinator for each provides leadership for the administration and curricular development of the workshop offered. The Coordinator benefits from a deep knowledge of the history, principles, curriculum, and current developments related to workshop content. Each presenter team functions as a collaborative body to develop and teach the workshops, and each Coordinator plays a key role by leading collaboratively and maintaining the consensus and team approach to the work.

The role of the Coordinator focuses on meeting facilitation, delegation and follow-up on group and individual tasks of the presenters, building consensus, and communication and advocacy with varied audiences on behalf of the workshop groups (audiences include program participants, presenters, ACRL staff, and ACRL governance bodies). The Coordinator's intimate knowledge of the workshop's learning objectives, curricula, presenter culture, as well as ACRL governance structures, is critical to the ongoing success of the workshops.

The Coordinator holds a 3 year appointment with an option for renewal for a maximum of 2 terms through this same full selection process. Appointments are effective at the end of the ALA Annual Conference.

Detailed Responsibilities include:

Serve as the chief liaison for the workshop

- Field communications from ACRL Board, designated member oversight group (the Value of Academic Libraries Committee), ACRL staff, ACRL members, and/or any external professional queries about the program.
- Serve as a resource for the ACRL staff and designated member oversight group regarding processes of participant selection, program planning, site selection, or other issues.
- Prepare reports as needed.

Program administration

- Establish presenter rotations; work with presenters and ACRL staff as necessary to establish timelines.
- Establish agenda development for presenter meetings which may be held at Midwinter, Annual, or virtually. Facilitate meetings and discussions that result in collaborative decision-making.
- Arrange for a debriefing discussion with presenter team members after a workshop has occurred and workshop evaluation results have been disseminated and reviewed. Distribute meeting notes to all team members related to curriculum and workshop improvement ideas to consider.
- Setup meeting time/locations for midwinter and annual conferences as needed and send requests to appropriate ACRL staff. Send email to presenters for meeting agenda items.
- Facilitate, or arrange for facilitation of, meetings and curriculum development as needed.
- Assure deadlines and timelines are met.
- Send final documentation (PowerPoint slides, presentation notes, handouts) to ACRL staff liaison.
- Assure presenter agreements and commitments are upheld.

Liaison to ACRL

- Field questions from ACRL staff about site selection and program logistics. Review marketing materials with ACRL staff.
- Serve in an ex officio capacity as liaison to designated member oversight group. Attend committee meetings at ALA Midwinter Meetings, Annual Conferences, and/or virtually. Take feedback to presenters for action or comment. Provide a brief annual report to keep the Chair informed about processes and details of the work of the presenters, including curriculum changes and new program development.

It is anticipated that the above responsibilities will take 3-5 hours per month.

Qualifications:

- Current experience as a workshop presenter.
- Knowledge of the workshop curriculum and goals.
- Excellent leadership and collaborative skills; ability to build a team and lead collaboratively.
- Ability to communicate with a wide variety of constituents.
- Strong organizational skills.

Responsibilities of ACRL

ACRL provides a modest annual honorarium to the presenter coordinator for this role, in addition to the honorarium provided as a workshop presenter.

How to apply

To apply, please prepare the following materials. Applications must be submitted electronically as a single PDF document that includes:

1. A statement that addresses the following:
 - How would you foster collaboration, innovation, shared decision making, and productive problem-solving within the Assessment workshop presenter team?
 - Describe your experience with working with groups across distances and what you have learned from that experience that would be helpful in this situation.
2. Your resume.

The single PDF application must be submitted via email **by 11:59 p.m. Central on June 4, 2017**, to Chase Ollis, ACRL Program Officer, at collis@ala.org.

RDM Presenter Coordinator: Role and Responsibilities

ACRL has designated a Presenter Coordinator for each of its licensed workshops. The Coordinator for each provides leadership for the administration and curricular development of the workshop offered. The Coordinator benefits from a deep knowledge of the history, principles, curriculum, and current developments related to workshop content. Each presenter team functions as a collaborative body to develop and teach the workshops, and each Coordinator plays a key role by leading collaboratively and maintaining the consensus and team approach to the work.

The role of the Coordinator focuses on meeting facilitation, delegation and follow-up on group and individual tasks of the presenters, building consensus, and communication and advocacy with varied audiences on behalf of the workshop groups (audiences include program participants, presenters, ACRL staff, and ACRL governance bodies). The Coordinator's intimate knowledge of the workshop's learning objectives, curricula, presenter culture, as well as ACRL governance structures, is critical to the ongoing success of the workshops.

The Coordinator holds a 3 year appointment with an option for renewal for a maximum of 2 terms through this same full selection process. Appointments are effective at the end of the ALA Annual Conference.

Detailed Responsibilities include:

Serve as the chief liaison for the workshop

- Field communications from ACRL Board, designated member oversight group (the Research and Scholarly Environment Committee), ACRL staff, ACRL members, and/or any external professional queries about the program.
- Serve as a resource for the ACRL staff and designated member oversight group regarding processes of participant selection, program planning, site selection, or other issues.
- Prepare reports as needed.

Program administration

- Establish presenter rotations; work with presenters and ACRL staff as necessary to establish timelines.
- Establish agenda development for presenter meetings which may be held at Midwinter, Annual, or virtually. Facilitate meetings and discussions that result in collaborative decision-making.
- Arrange for a debriefing discussion with presenter team members after a workshop has occurred and workshop evaluation results have been disseminated and reviewed. Distribute meeting notes to all team members related to curriculum and workshop improvement ideas to consider.
- Setup meeting time/locations for midwinter and annual conferences as needed and send requests to appropriate ACRL staff. Send email to presenters for meeting agenda items.
- Facilitate, or arrange for facilitation of, meetings and curriculum development as needed.
- Assure deadlines and timelines are met.
- Send final documentation (PowerPoint slides, presentation notes, handouts) to ACRL staff liaison.
- Assure presenter agreements and commitments are upheld.

Liaison to ACRL

- Field questions from ACRL staff about site selection and program logistics. Review marketing materials with ACRL staff.
- Serve as liaison to designated member oversight group. Attend committee meetings at ALA Midwinter Meetings, Annual Conferences, and/or virtually. Take feedback to presenters for action or comment. Provide a brief annual report to keep the Chair informed about processes and details of the work of the presenters, including curriculum changes and new program development.

It is anticipated that the above responsibilities will take 3-5 hours per month.

Qualifications:

- Current experience as a workshop presenter.
- Knowledge of the workshop curriculum and goals.
- Excellent leadership and collaborative skills; ability to build a team and lead collaboratively.
- Ability to communicate with a wide variety of constituents.
- Strong organizational skills.

Responsibilities of ACRL

ACRL provides a modest annual honorarium to the presenter coordinator for this role, in addition to the honorarium provided as a workshop presenter.

How to apply

To apply, please prepare the following materials. Applications must be submitted electronically as a single PDF document that includes:

1. A statement that addresses the following question:
 - How would you foster collaboration, innovation, shared decision making, and productive problem-solving within the RDM presenter team?
 - Describe your experience with working with groups across distances and what you have learned from that experience that would be helpful in this situation.
2. Your resume.

The single PDF application must be submitted via email **by 11:59 p.m. Central on June 4, 2017** Yuan Li, member of the ACRL Research and Scholarly Environment Committee, at yl7@princeton.edu.

Intersections Presenter Coordinator: Role and Responsibilities

ACRL has designated a Presenter Coordinator for each of its licensed workshops. The Coordinator for each provides leadership for the administration and curricular development of the workshop offered. The Coordinator benefits from a deep knowledge of the history, principles, curriculum, and current developments related to workshop content. Each presenter team functions as a collaborative body to develop and teach the workshops, and each Coordinator plays a key role by leading collaboratively and maintaining the consensus and team approach to the work.

The role of the Coordinator focuses on meeting facilitation, delegation and follow-up on group and individual tasks of the presenters, building consensus, and communication and advocacy with varied audiences on behalf of the workshop groups (audiences include program participants, presenters, ACRL staff, and ACRL governance bodies). The Coordinator's intimate knowledge of the workshop's learning objectives, curricula, presenter culture, as well as ACRL governance structures, is critical to the ongoing success of the workshops.

The Coordinator holds a 3-year appointment with an option for renewal for a maximum of 2 terms. Second term placement is contingent on selection via the same full selection process.

Detailed Responsibilities include:

Serve as the chief liaison for the workshop

- Field communications from ACRL Board, designated member oversight group (the Student Learning and Information Literacy Committee), ACRL staff, ACRL members, and/or any external professional queries about the program.
- Serve as a resource for the ACRL staff and designated member oversight group regarding processes of participant selection, program planning, site selection, or other issues.
- Prepare reports as needed.

Program administration

- Establish presenter rotations; work with presenters and ACRL staff as necessary to establish timelines.
- Establish agenda development for presenter meetings which may be held at Midwinter, Annual, or virtually. Facilitate meetings and discussions that result in collaborative decision-making.
- Arrange for a debriefing discussion with presenter team members after a workshop has occurred and workshop evaluation results have been disseminated and reviewed. Distribute meeting notes to all team members related to curriculum and workshop improvement ideas to consider.
- Setup meeting time/locations for midwinter and annual conferences as needed and send requests to appropriate ACRL staff. Send email to presenters for meeting agenda items.
- Facilitate, or arrange for facilitation of, meetings and curriculum development as needed.
- Assure deadlines and timelines are met.
- Send final documentation (PowerPoint slides, presentation notes, handouts) to ACRL staff liaison.
- Assure presenter agreements and commitments are upheld.

Liaison to ACRL

- Field questions from ACRL staff about site selection and program logistics. Review marketing materials with ACRL staff.
- Serve as liaison to designated member oversight group. Attend committee meetings at ALA Midwinter Meetings, Annual Conferences, and/or virtually. Take feedback to presenters for action or comment. Provide a brief annual report to keep the Chair informed about processes and details of the work of the presenters, including curriculum changes and new program development.

It is anticipated that the above responsibilities will take 3-5 hours per month.

Qualifications:

- Current experience as a workshop presenter.
- Knowledge of the workshop curriculum and goals.
- Excellent leadership and collaborative skills; ability to build a team and lead collaboratively.
- Ability to communicate with a wide variety of constituents.
- Strong organizational skills.

Responsibilities of ACRL

ACRL provides a modest annual honorarium to the presenter coordinator for this role, in addition to the honorarium provided as a workshop presenter.

How to apply

To apply, please submit a statement of interest that addresses your qualifications for this role; a current resume or CV; and a statement addressing the following:

- How would you foster collaboration, innovation, shared decision making, and productive problem-solving within the Intersections presenter team?
- Describe your experience with working with groups across distances and what you have learned from that experience that would be helpful in this situation.

Applications must be submitted by email as a single PDF **by 11:59 p.m. Central on June 25, 2017**, to Chase Ollis, ACRL Program Officer, at collis@ala.org.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Process for revising the Framework for Information Literacy for Higher Education

Submitted by: Mary Ellen K. Davis, ACRL Executive Director

Date submitted: June 19, 2017

Background

The formal approval of the Framework for Information Literacy for Higher Education has ramifications for the ACRL Information Literacy Frameworks and Standards Committee (ILFSC) and the Standards Committee. The Board originally “filed” the document so it would be a living document; however, after the Board formally approved the Framework a year later, questions have arisen as to whether the Framework should be subject to the usual 5-year review process applied to all other ACRL standards and guidelines or whether it should have a special process for future development. Clarification is needed so that the ILFSC can fulfill its charge “to propose a process to the ACRL Board for how the document should be continually developed.”

To consider:

1. **Definition of Framework.** Members have questioned why ACRL has limited the definition of Framework to student learning (see below). Suggest the definition of Framework be broadened; if the Board agrees, it should determine who would update the definition.

From the ACRL Guide to Policies and Procedures. 14.1.3 Frameworks
<http://www.ala.org/acrl/resources/policies/chapter14#14.1.3>

A Framework is intended to connect inter-related core concepts for *student learning in information literacy* appropriate to a variety of contexts. In order for a document to be considered a framework it must:

- a. Provide conceptual understandings guiding student learning.
- b. Serve to facilitate conversations for creation of relevant learning outcomes.
- c. Include a demonstrated tie to the scholarship of teaching and learning.
- d. Be intended to evolve as research and practice develop.

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2. **Is the Framework a “living document,” and if so, what does that mean?** When the Board formally approved the Framework in 2016, did that action supersede the filing of the Framework in 2015? At that time ACRL President Karen Williams published a blog post stating that "in accordance with parliamentary procedure, we took the official action of 'filing' the Framework document in order to foster its intended flexibility and potential. This positive action allows the Framework to move forward as a dynamic, living document that can be changed in the future without needing a vote and full Board approval." (*ACRL Insider*, February 4, 2015)
- a. If the approval overrides the filing, does the Board want the Framework to follow the usual 5-year review process established for ACRL standards and guidelines per the *ACRL Guide to Policies and Procedures*? (<http://www.ala.org/acrl/resources/policies/chapter14>)
 - b. If the Board wants the Framework to follow a development process other than the 5-year review mandated in the *Guide to Policies and Procedures*, the ILFSC is charged with developing the process. Charge:
 - i. Oversees the development and review of discipline-specific information literacy documents, including frameworks and standards. Provides guidance for groups developing discipline-specific IL documents, reviews drafts, and updates documentation related to the process. This committee, in conjunction with the Standards Committee, is responsible for the Framework for Information Literacy for Higher Education document, which includes proposing a process to the ACRL Board for how the document should be continually developed.
 - c. If the 2016 formal Board approval did not override the “filing,” then the ILFSC should also be asked to clarify what a living document is as well as articulate a process for developing the Framework.

Stakeholders

This question recently came up with the Information Literacy Framework and Standards Committee. To facilitate the Board’s consideration of this question at Annual Conference, staff developed this Board action form.

Action Recommended

That the ACRL Board of Directors decides: (1) whether the definition of Framework should be expanded beyond student learning, (2) whether the Framework is a living document and if a separate review and development process should be created for such living documents, and (3) if the Board determines that it is not a living document, whether the Framework is subject to the typical 5-year review process for other ACRL standards and guidelines.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Association of College & Research Libraries
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acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Collaborate with ARL to develop a leadership symposium on diversity, equity, and inclusion

Submitted by: Mark A. Puente, Director of Diversity and Leadership Programs, Association of Research Libraries
Mary Ellen K. Davis, ACRL Executive Director

Date submitted: June 9, 2017

Background

Diversity is a core value of ACRL and we launched a number of initiatives to address diversity, including having a Diversity Committee, developing cultural competencies, and recently launching the Diversity Alliance.

The Association of Research Libraries (ARL) has brought to ACRL another opportunity to add to its portfolio of diversity, equity, and inclusion initiatives. ARL would like to jointly develop with ACRL a two-day diversity, equity, and inclusion symposium tentatively titled, "Building Capacity for Diversity, Equity and Inclusion: A Symposium for Strategic Leadership in D, E, & I." ARL has a history of developing and offering human resources symposia and would like to develop one focused on strategies for cultivating inclusive workplace climates and, countering bias. Historically, many diversity programs in academic libraries and archives have focused on recruitment and retention. Although increasing representation of people of color (and other marginalized groups) within employees in libraries and archives is a worthwhile goal, it is just as important that meaningful efforts are pursued to ensure that organizations acknowledge and understand the systemic barriers to creating inclusive organizations and explore practical strategies that will help transform those organizations. It is critical for today's library and archive communities to develop organizational climates that embody the values of diversity, equity, and inclusion for the good of the organization and society. Creating more inclusive environments with less bias could result in a more engaged and respected staff who feel connected to an organization where difference is recognized, leveraged for the good of the institution, and where everyone belongs.

This programming may well be of interest to those coordinating residency programs under the ACRL Diversity Alliance program and would support ACRL initiatives under its new goal, "New Roles and Changing Landscapes," particularly as one considers the objectives, "Deepen ACRL's advocacy and

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support for a full range of information professionals” and “Equip library workforce at all levels to effectively lead, manage, and embrace change.”

The symposium would be aimed at leadership including teams of human resources, organizational development, and others with leadership roles or responsibilities for institutional diversity and inclusion efforts. The teams would build understanding about their organization’s commitment to diversity, equity, and inclusion and create an action agenda for improving the workplace climate, strategically aligning within and beyond their organizations.

ARL has done some preliminary planning with members of ACRL’s Personnel Administrators & Staff Development Discussion Group and would like to partner with ACRL to further develop and co-brand the symposium. ACRL and ARL have partnered on a number of professional development events over the years, most recently scholarly communication institutes, and ACRL was a sponsor of ARL’s National Diversity in Libraries Conference last year. A consultant, such as DeEtta Jones of DeEtta Jones and Associates, LLC, may be retained to help develop the curriculum in conjunction of the member planning team, which includes the Personnel Administrators & Staff Development Discussion group members. ACRL could ask to include additional members of the planning team, e.g., representatives from the Diversity Committee and/or Diversity Alliance.

The goal is to offer the symposium in Spring 2018 with registration of 150 individuals. The symposium budget will be developed to recover direct costs through registrations and sponsorships. ARL is contributing \$10,000 and staff time to manage the curriculum development, site selection and logistics, and all registrations. ACRL is invited to make a financial contribution to support the development of the symposium but the co-development is not contingent upon a financial commitment. ACRL could also consider providing funding to award scholarships to the event. ACRL staff would assist in marketing and communicating about the event but the ARL staff would provide all other support.

The planning team would also be encouraged to see how resources developed for this symposium could be shared more widely, e.g., streaming the keynote address, creating a webinar series, developing a LibGuide on creating inclusive campus environments, etc.

Stakeholders

The ACRL Personnel Administrators & Staff Development Discussion Group, the Diversity Committee, the New Roles & Changing Landscapes Committee, the ACRL RBMS Diversity Committee, and the ACRL Diversity Alliance Task Force are supportive of this initiative.

Action Recommended

That the ACRL Board of Directors approves jointly developing a two-day symposium on diversity, equity and inclusion with the Association of Research Libraries.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Fiscal and Staffing Impact

Staff time to support ACRL member groups working on the development as well as for marketing and communication about the symposium. The Board could use Friends money donated to Innovative Programming (\$9,547) and or Board Strategic Plan Initiative (\$5,760) if it would like to make a financial contribution or it could use funding in the FY18 operating budget for strategic initiatives.

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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ACRL Board Strategic Orientation (SPOS) 2017: Possible Topics to Consider

1. Membership topics:
 - a) *Community College Engagement* (will have results of consultant's survey and interviews with non-members in time for SPOS; possible would have TF recommendations)
 - b) Broader Membership engagement issues (will have report from McKinley on surveys of new, lapsed, and current members)
2. Trends in higher education and academic librarianship. Review and select topics from:
 - a) [ACRL Environmental Scan](#).
 - b) [New Media Horizon Report Library Edition 2017](#).
 - c) [ACRL 2016 Top Trends in Academic Libraries](#)
3. Strategic Investment of ACRL's net asset balance. What new initiatives should the Board invest in?

Possible SPOS 2017 Schedule Outline

Need decisions on:

1. **Topics**
2. **Timing**
3. **When to have committee chair/vice-chairs attend**

Tuesday dinner

1. For Officers, new Board members, and others traveling in that day

Wed. morning

1. Board orientation for new Board members

Wed. afternoon

1. Getting to know you
2. Possible topics:
 - See above list

Thursday

1. Committees and Board
2. Environmental Scan/Trends
3. What else is needed? Anything missing?
4. Assessing progress on Plan for Excellence
5. Workplan finalization

Friday

1. Board only?
2. See topic list above
3. If CCTF may consider inviting chair?

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Revisions to ACRL Bylaws

Submitted by: Beth McNeil, Convener, Board working group on bylaws,

Date submitted: June 15, 2017

Background

At its 2017 Midwinter Meeting, the ACRL Board tasked a working group of Board members to review the current ACRL Bylaws and report back with suggestions for revisions no later than the Spring 2017 Board meeting. A working group led by Beth McNeil and including LeRoy LeFleur, Kim Leeder Reed, Caroline Fuchs, and Mary Ellen Davis, reviewed the current bylaws and are recommended a number of revisions for consistency and to clarify the Bylaws to be consistent with current practice around such things as nominations, virtual meetings, etc. Other items were considered, e.g., changing the term of the directors-at-large from four years to three years to match ALA Council terms, the role of the Executive Committee, etc. but there was not overwhelming support for changes. The original bylaws are in Doc 32.4, a track changes version is provided as Doc 32.3, and the pros/cons of each change are listed in Doc. 32.1.

The process for changing the Bylaws is outlined in "Article XX Amendment to the Bylaws. Section 2. Board action. A proposed amendment to the Bylaws shall be voted upon by Association members after it has been approved by a majority of the Board members present and voting at two consecutive meetings held not less than two months apart."

Stakeholders

The Board reviewed the draft and provided the working group with direction at Spring 2017 Board meeting. The members will be consulted if the Board approves the revisions at two consecutive meetings not less than two months apart and then places the revisions on the ballot for the entire membership to review and approve.

Action Recommended

That the ACRL Board of Directors approves the changes proposed to the ACRL Bylaws as shown in Doc 32.2.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

Bylaws Revision Proposal – Pros and Cons for Revisions

Background: At the Midwinter 2017 meeting in Atlanta the ACRL Board agreed that a review of the ACRL bylaws would be timely, and the following board members agreed to work on the review: Caroline Fuchs, Lee LaFleur, Kim Leeder, and Beth McNeil, with Mary Ellen Davis. During the April 14, 2017 Spring Board meeting discussed proposed changes and provided input on questions posed by the working group.

The working group reviewed each Article of the Bylaws and suggests revisions as follows:

Article II Object

Change facilitating to advancing and dropped process from scholarly communication

Pro – more accurately represents ACRL’s role and updates language around scholarly communication Con –

Article IV Membership and Dues, Section 3 Dues

Update to reflect changes in the dues structure making all Communities of Practice free of charge to members of ACRL

Pro – Bylaws updated to match practice, and changes in the dues structure Con -

Article V Officers

Added section d) to mirror Article IX

Pro – clarifies officers responsibility and roles, and standardizes language and practice Con –

Article VII Budget and Finance Committee Chair

Specify that the chair of Budget & Finance may be reappointed for a second term for a total consecutive term not to exceed four years

Pro – clarifies term limits for Budget & Finance chair Con –

Article IX Board of Directors, Section 3 Directors-at-Large³

Article XI Nominations, Section 1 Committee

Article XIV Chapters, Section 5 Directors-at-large candidates

Pro – Updates to current practice of the nominations process for Directors-at-Large carried out by the Leadership, Recruitment, and Nominations Committee. Con –

Article IX Board of Directors, Section 3b Directors-at-Large
Substitutes Communities of Practice for Sections Council

Pro – Updates to current practice

Con –

Article IX Board of Directors, 3c Directors-at-Large
Adds interest group

Pro – clarifies director-at-large role

Con –

Article IX Board of Directors, Section 5 Meetings of the Board
Specifies that meetings of the Board *may* be held in conjunction with ALA rather than shall, and that virtual meetings may be called.

Pro – Provides flexibility for where, when, and how the Board meets

Con – ACRL meetings are most often open meetings, and this flexibility may lead to members not realizing they could attend or being able to attend.

Article XI Nominations, Section 3 Nominations by Others
Increase number of signatures needed for petition candidates to 25.

Pro – Matches ALA’s number of signatures needed for petition.

Con – Could be a challenge to collect 25 signatures.

Article XII Meetings
Added virtual option for meeting

Pro – flexibility for the Board to schedule meetings as needed to accomplish board work

Con – this flexibility may lead to members not realizing they could attend or being able to attend.

Article XIV Chapters, Section 5 Directors-at-large candidates
Deleted to match current practice.

Pro – bylaws match current practice

Con –

Article XV Communities of Practice, Section 5 Discontinuance

Describes how a Community of Practice can be discontinued.

Pro – Provides clarification on discontinuance of
a Community of Practice

Con –

Article XX Amendment of bylaws, Section 2 Board action

Pro – Makes it easier to amend the bylaws by
having the Board vote just once rather than
twice before a proposed amendment can be
placed on the ballot for full membership vote.
This matches what other ALA Divisions allow.

Con – Members could perceive the board is
trying to rush to make changes

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<http://www.ala.org/acrl/aboutacrl/bylaws/bylaws>

ACRL Bylaws

Revisions Approved: April 29, 2011 and May 2, 2007 First Approval: April 29, 1998 Additional information on the activities of the Board of Directors is available in Chapter 2 of the *ACRL Guide to Policies and Procedures*.

[Article I: Name](#)

[Article II: Object](#)

[Article III: Relationship to the American Library Association](#)

[Article IV: Membership and Dues](#)

[Article V: Officers](#)

[Article VI: Executive Director](#)

[Article VII: Budget and Finance Committee Chair](#)

[Article VIII: ACRL Councilor](#)

[Article IX: Board of Directors](#)

[Article X: Executive Committee](#)

[Article XI: Nominations](#)

[Article XII: Meetings](#)

[Article XIII: Elections](#)

[Article XIV: Chapters](#)

[Article XV: Communities of Practice](#)

[Article XVI: Committees](#)

[Article XVII: Vacancies](#)

[Article XVIII: Mail and electronic votes](#)

[Article XIX: Parliamentary authority](#)

[Article XX: Amendment of bylaws](#)

Article I: Name

The name of this organization shall be the Association of College and Research Libraries (ACRL), hereafter referred to as the Association.

Article II: Object

The Association is a forum for and an advocate of academic and research librarians and library personnel. The object of the Association is to provide leadership for the development, promotion, and improvement of academic and research library resources and services, and to advance learning, research, and scholarly communication.

Article III: Relationship to the American Library Association

The Association is a division of the American Library Association. The constitution and bylaws of that organization, to the extent that they are applicable, take precedence over the bylaws of this organization.

Article IV: Membership and Dues

Section 1. Members. Any person, library, or other organization that is a member of the American Library Association may become a member of the Association upon payment of ACRL's annual dues.

Section 2. Rights. Every personal member of the Association has the right to vote, to hold any association-wide office, and/or to serve on committees. Personal members may elect membership in any of ACRL's Communities of Practice. Every personal member of a given Community of Practice has the right to vote, to hold any office, and/or to serve on committees in that Community. Organizational members shall receive those publications given as perquisites of membership to personal members.

Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Organizational and corporate member dues shall be determined by the ACRL Board of Directors.

Section 4. Membership year. The Association's membership, fiscal, and program year shall be the same as that of the American Library Association.

Section 5. Elective & appointive year. The term of office for elective and appointive positions of the Association, which are filled annually, shall be the period beginning with the adjournment of the annual conference and ending with the adjournment of the succeeding annual conference. Terms of office for elective positions occupied longer than one year shall be calculated from the adjournment of the annual conference.

Article V: Officers

Section 1. Officers. The officers of the Association shall be a president, a vice-president who shall also be the president-elect, and an immediate past president.

Section 2. Terms of office. The vice-president shall be elected from the personal members of the Association and shall serve a one-year term as vice-president, a one-year term as president, and a one-year term as immediate past president.

Section 3. Responsibility and authority. The officers shall perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

a) President. The president shall serve as chair of the Board of Directors. The president, during his/her year, shall make appointments to fill positions that become vacant on standing and special committees during the year. The president shall perform such duties as are necessarily incident to the office of president or as may be prescribed by the Board of Directors. The president shall represent the Association within the library and higher education communities, and other appropriate forums, to advance the mission and goals of the Association.

b) Vice-president. The vice-president shall succeed to the office of the president. The vice-president shall perform such duties as are delegated or assigned by the president or the Board of Directors, and shall perform the duties of president in the event that said individual is unable to serve. The vice-president shall make all appointments to fill vacancies on standing and special committees that are due to occur during the year of his/her presidency.

c) Immediate past president. The immediate past president shall perform such duties as are delegated or assigned by he president or the Board of Directors.

d) Once elected director-at-large, a President/Vice-President/Immediate Past President may not serve as chair or as Board liaison officer of an ACRL section, chapter, or council for the duration of the four-year term. Nor may an elected President/Vice-President/Immediate Past President serve in that capacity on the Executive Committee of an ACRL section, chapter, or council.

Article VI: Executive Director

Section 1. Executive director. The executive director of the Association shall be appointed by the executive director of the American Library Association in concurrence with the ACRL Board of Directors. The Association's officers shall form the personnel committee for the executive director.

Section 2. Responsibility and authority. The executive director shall be responsible for all management functions of the Association. The executive director shall manage and direct all activities of the Association as prescribed by the Board of

Directors and shall be responsible to the Board; shall submit reports as required by the Board of Directors; shall serve as an ex-officio member without the vote of the Board of Directors; and shall perform such duties as may be assigned to this position by the Board of Directors. The executive director shall assist the president in representing the Association within the library and higher education communities.

Article VII: Budget and Finance Committee Chair

The ACRL Budget and Finance Committee chair is a member of the ACRL Board of Directors and serves on its Executive Committee. The Budget and Finance Committee chair provides leadership in maintaining the financial health of the Association and each year brings to the Board a recommended budget and recommended fiscal policies. The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years and may be reappointed for a second two-year term, not to exceed four consecutive appointed years on the Board.

Article VIII: ACRL Councilor

The ACRL councilor represents the interests of the Association on the ALA Council. The ACRL councilor is a member of the ACRL Board of Directors and serves on its Executive Committee. The councilor reports to the Board of Directors on ALA Council activities and receives direction from the Board regarding positions to be taken on ALA Council issues. The councilor is elected in accordance with the constitution and bylaws of the American Library Association.

Article IX. Board of Directors

Section 1. Members. The Board of Directors shall consist of the officers of the Association, the chair of the Budget and Finance Committee, the ACRL councilor, and eight elected directors-at-large. The ACRL executive director shall be an ex-officio member without vote.

Section 2. Responsibility & authority. The governing body of the association shall be the Board of Directors. The Board of Directors shall direct the affairs of the association; determine its policies or changes therein; actively encourage support for its goals; establish financial policies of the association and be accountable for association assets; and be responsible for the interpretation of these bylaws. The Board may adopt such rules and regulations for the conduct of its business as shall be deemed advisable, and may, in the execution of the powers granted, delegate certain of its authority and responsibility to such agents as it may consider necessary. The Board shall delegate the day-to-day operations of the Association to the executive director.

Section 3. Directors-at-Large. Directors-at-large shall be elected from the personal members of the Association for terms of four years.

a) One director-at-large shall be a member of the University Libraries Section; one shall be a member of the College Libraries Section; one shall be a member of from the Community and Junior College Libraries Section; two directors-at-large shall be a member of an ACRL Chapter with experience on Chapters Council; two shall be from ACRL's Community of Practices; and one director-at-large shall be elected based upon nominations from the Divisional Leadership Recruitment and Nomination Committee.

b) These terms shall overlap so as to ensure continuity of policy. The election of directors-at-large based on section and council nominations shall be scheduled consecutively: year 1, University Libraries Section and Chapters Council; year 2, College Libraries Section and ACRL Communities of Practice; year 3, Community and Junior College Libraries Section and Chapters Council; year 4, ACRL Communities of Practice, and the at-large candidate. On the ballot, all nominees shall be listed as candidates for "directors-at-large."

c) Once elected director-at-large, a Board member may not serve as chair or as Board liaison officer of an ACRL section, interest group, chapter, or council for the duration of the four-year term. Nor may an elected director-at-large serve in that capacity on the Executive Committee of an ACRL section, interest group, chapter, or council.

Section 4. Quorum. At any meeting of the Board of Directors, a simple majority of the voting members of the Board shall constitute a quorum.

Section 5. Meetings of the Board. Regular meetings of the Board of Directors may be held in conjunction with each American Library Association Midwinter Meeting and American Library Association Annual Conference. Virtual meetings of the Board may be called by the president or at the request of seven (7) members of the Board. Actions of the Board shall be reported in writing not later than the next Board meeting.

Section 6. Participation. In the case of continued failure of a director to participate in the deliberations of the Board, the Board may, by a vote of the majority of its members, declare the seat vacant and the vacancy shall be filled as provided in these bylaws.

Section 7. Compensation. Directors and elected officers shall not receive any compensation for their services.

Article X: Executive Committee

Section 1. Members. The Executive Committee shall consist of the officers of the Association, the ACRL councilor, the chair of the Budget and Finance Committee, and the ACRL executive director who shall serve without vote.

Section 2. Responsibility and authority. The Executive Committee may act in place and stead of the Board of Directors between Board meetings and may:

a) act for the Board and make decisions on matters which:

(1) require action before the next Board meeting,

(2) have been specifically delegated by the Board to the Executive Committee,

(3) affect the budget and require immediate action;

b) act for the Board in the administration of established policies and programs and make recommendations to the Board with respect to matters of policy and operations; and

c) review ACRL activities and programs and recommended priorities.

The Executive Committee's actions shall be reported in writing not later than the next meeting of the Board.

Section 3. Call of meetings. The President of the Association shall call meetings of the Executive Committee as the business of the Association requires.

Section 4. Quorum. At any meeting of the Executive Committee, a simple majority of the voting members of the Executive Committee shall constitute a quorum.

Article XI: Nominations

Section 1. Committee. The Leadership Recruitment and Nominations Committee shall select candidates for vice-president, for ACRL councilor, and for eight ACRL directors-at-large. The LRNC will have a chair and vice-chair and a member each from the University Libraries Section, the College Libraries Section, the Community and Junior College Libraries Section, the Communities of Practice Section and from Chapters Council. The vice-chair is appointed by the vice-president and will become the chair the following year. The members are appointed by their respective communities and each serves a two-year term. The vice-president also appoints a member for a two-year term. Written consent must be secured from each candidate.

Section 2. Reporting. The Leadership Recruitment and Nomination Committee shall report in writing the names of nominees for elective offices of the Association one month prior to the annual conference.

Section 3. Nominations by Others. Nominations other than those of the Leadership Recruitment and Nomination Committee signed by no fewer than 25 members of the Association shall be accepted and placed on the ballot if they are

filed with the executive director of the Association at least three months before the date on which the ballots are to be mailed. Written consent of the nominees must accompany such nominations.

Article XII: Meetings

General meetings. The Association shall hold an annual meeting either virtually or at the annual conference of the American Library Association. Other meetings may be called at the discretion of the Board of Directors. One hundred members shall constitute a quorum of the Association for the transaction of all business.

Article XIII: Elections

Section 1. Right to vote. All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a Community of Practice shall vote for its officers.

Section 2. Elections.

a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.

b) Communities of Practice. Election to elective positions for Communities of Practice shall be made as each determines. The election of officers shall be reported in writing to the executive director.

Article XIV: Chapters

Section 1. Affiliation. The Board of Directors may recognize a chapter of the Association in any state, province, territory, or region upon the petition of 25 personal members of the Association residing or employed within the area.

Section 2. Members and officers. A chapter may admit members who are not members of the national Association; however, the president (chair) and the vice-president (vice-chair) of each chapter shall be members of the national Association.

Section 3. Disaffiliation. A chapter affiliation may be dissolved at its request by the Board of Directors and it shall be so dissolved if the chapter becomes inactive or fails to comply with the provisions of this article.

Section 4. Chapters Council. The Chapters Council shall consist of the president (chair) and vice-president (vice-chair) of each ACRL chapter or a delegate who is a member of the executive board of the chapter. Each member of the Chapters Council shall be a member of the national Association and be knowledgeable about both chapter and national ACRL activities.

Article XV: Communities of Practice

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

Section 1. Authorization. Groups to facilitate discussion and exploration of common professional concerns that fall within the objectives of the Association shall be authorized by action of the Board of Directors in a manner provided for in the *ACRL Guide to Policies and Procedures*.

Section 2. Members. Membership in Communities of Practice shall be open to members of the Association who are interested in the purpose of the groups, subject to the provisions in Article IV, Section 2.

Section 3. Governing Procedures. Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

Section 4. ACRL Communities of Practice Assembly. The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

Section 5. Discontinuance. A Community of Practice may be dissolved by the Board of Directors at the request of the group's leadership. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group. A committee may be discontinued only by the agency authorizing it at the request of the group's leadership.

Article XVI: Committees

Section 1. Authorization. Committees of the Association as a whole shall be authorized by action of the Association or the Board of Directors, except as otherwise provided in the bylaws.

Section 2. Standing committees. Standing committees may be established to consider matters of the Association that require continuity of attention by the members. When such a committee is established, its function, name, and size shall be determined. Unless otherwise approved by the Board of Directors, full members of standing committees shall be appointed for terms of two years and may be reappointed for a second, but not a third consecutive term. In no case shall a person serve on a committee for more than five consecutive years. Appointments shall be made in such a manner as to provide continuity in membership.

Section 3. Appointment. The vice-president shall appoint committee members to fill the vacancies due to occur during his/her term as president; Committees may have chairs and vice-chairs, which each have one-year terms. Special appointments to fill vacancies on committees may be made by the president. Committee members must be personal members of ACRL, and they must adhere to American Library Association policies.

Section 4. Discontinuance. A committee may be discontinued only by the agency authorizing it.

Article XVII: Vacancies

Section 1. Elective positions. Appointments to fill vacancies in elective positions of the Association as a whole, with the exception of president and vice-president, shall be made by the Board of Directors until it is possible for the Association to fill the vacancy at the next regular annual election.

a) A vacancy in the office of the president shall be filled for the remainder of the term by the vice-president. This succession shall not prevent a person who succeeds to the presidency because of a vacancy from serving his/her normal term as president the next year.

b) A vacancy in the office of the vice-president shall be filled by election at the next regular annual election. The successful candidate shall then serve a one-year term as president and a one-year term as immediate past president.

c) If vacancies occur in the offices of president and vice-president within the same term, the Board of Directors shall elect as president one of the directors-at-large for the remainder of the term. When a regular election is next held, a president and vice-president shall be elected.

d) A vacancy in the office of immediate past president shall not be filled until that term expires.

e) Vacancies on the Board of Directors shall be filled by election for the remainder of the vacating members' term. Elections will occur at the regular election immediately following the vacancy.

f) Appointments to fill vacancies on a committee of the Association as a whole shall be made by the president.

Article XVIII: Mail and electronic votes

Section 1. Membership. Mail or electronic votes of the membership of the Association may be authorized between meetings by the Board of Directors, provided all members are canvassed simultaneously. Such votes shall be conducted under the same requirements as votes at meetings. If no time limit is set, no vote shall be counted unless received within 30 days from the day the text of the matter voted upon was mailed and properly addressed to those entitled to vote upon it.

Section 2. Board of Directors. Mail or electronic votes of the Board of Directors may be taken provided they are authorized by the officers of the Association and all voting Board members are canvassed simultaneously. An affirmative vote of a simple majority of the voting Board members shall be required to pass a motion. On each mail or electronic vote, each voting Board member shall have the option of voting for or against the motion, to abstain, or to hold for discussion at the next regularly scheduled meeting. Time limits shall be the same as stated above in Section 1 of this article. Actions shall be confirmed at the next regular meeting of the Board.

Section 3. Committees. Mail or electronic votes of duly constituted committees may be taken by the chair of such committees. An affirmative vote of a simple majority of the committee members shall be required to pass the motion. Voting option and time limits shall be the same as stated above in Section 2 of this article.

Article XIX: Parliamentary authority

The parliamentary authority used by this Association shall be the same as that used by the American Library Association.

Article XX: Amendment of bylaws

Section 1. Proposals. Amendments to the bylaws may be proposed by the Board of Directors; by any standing committee of the Association in writing to the Board of Directors; or by a petition signed by 25 or more members of the Association.

Section 2. Board action. A proposed amendment to the bylaws shall be voted upon by Association members after it has been approved by a majority of the Board members and then published in any official ACRL publication thirty days or more prior to the date of the distribution of the ballot.

Section 3. Notice. Written notice of the text of the amendment shall be provided to members at least one month before consideration.

Section 4. Voting. Amendments may be voted upon by members by mail or electronic ballot or at a public membership meeting.

a) If by mail or electronic ballot, the bylaws amendment is accepted if a majority of those members participating vote in favor of the amendment.

b) If at a public membership meeting, the bylaws amendment is accepted if a majority of the members, present and voting, votes in favor of the amendment.

Section 5. Adoption. If not otherwise specified, a proposed amendment becomes effective as soon as it has been approved as described above.

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<http://www.ala.org/acrl/aboutacrl/bylaws/bylaws>

~~ACRL Bylaws~~ ACRL Bylaws

~~Revisions Approved: April 29, 2011 and May 2, 2008~~ Revisions Approved: April 29, 2011 and May 2, 2007
~~First Approval: April 29, 1998~~ First Approval: April 29, 1998

~~Additional information on the activities of the Board of Directors is available in Chapter 2 of the ACRL Guide to Policies and Procedures.~~ Additional information on the activities of the Board of Directors is available in Chapter 2 of the ACRL Guide to Policies and Procedures.

Article I: Name

Article II: Object

Article III: Relationship to the American Library Association

Article IV: Membership and Dues

Article V: Officers

Article VI: Executive Director

Article VII: Budget and Finance Committee Chair

Article VIII: ACRL Councilor

Article IX: Board of Directors

Article X: Executive Committee

Article XI: Nominations

Article XII: Meetings

Article XIII: Elections

Article XIV: Chapters

Article XV: Communities of Practice

Article XVI: Committees

Article XVII: Vacancies

Article XVIII: Mail and electronic votes

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Article XX: Amendment of bylaws

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Article III: Relationship to the American Library Association

The Association is a division of the American Library Association. The constitution and bylaws of that organization, to the extent that they are applicable, take precedence over the bylaws of this organization.

Article IV: Membership and Dues

Section 1. Members. Any person, library, or other organization that is a member of the American Library Association may become a member of the Association upon payment of ACRL's annual dues.

Section 2. Rights. Every personal member of the Association has the right to vote, to hold any association-wide office, and/or to serve on committees. Personal members may elect membership in ~~three any of ACRL's Communities of Practice (with a maximum of 2 sections). Additional groups may be added at additional cost.~~ Every personal member of a given Community of Practice has the right to vote, to hold any office, and/or to serve on committees in that Community. Organizational members shall receive those publications given as perquisites of membership to personal members.

Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Organizational and corporate member dues shall be determined by the ACRL Board of Directors.

Section 4. Membership year. The Association's membership, fiscal, and program year shall be the same as that of the American Library Association.

Section 5. Elective & appointive year. The term of office for elective and appointive positions of the Association, which are filled annually, shall be the period beginning with the adjournment of the annual conference and ending with the adjournment of the succeeding annual conference. Terms of office for elective positions occupied longer than one year shall be calculated from the adjournment of the annual conference.

Article V: Officers

Section 1. Officers. The officers of the Association shall be a president, a vice-president who shall also be the president-elect, and an immediate past president.

Section 2. Terms of office. The vice-president shall be elected from the personal members of the Association and shall serve a one-year term as vice-president, a one-year term as president, and a one-year term as immediate past president.

Section 3. Responsibility and authority. The officers shall perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

a) President. The president shall serve as chair of the Board of Directors. The president, during his/her year, shall make appointments to fill positions that become vacant on standing and special committees during the year. The president shall perform such duties as are necessarily incident to the office of president or as may be prescribed by the Board of Directors. The president shall represent the Association within the library and higher education communities, and other appropriate forums, to advance the mission and goals of the Association.

b) Vice-president. The vice-president shall succeed to the office of the president. The vice-president shall perform such duties as are delegated or assigned by the president or the Board of Directors, and shall perform the duties of president in the event that said individual is unable to serve. The vice-president shall make all appointments to fill vacancies on standing and special committees that are due to occur during the year of his/her presidency.

c) Immediate past president. The immediate past president shall perform such duties as are delegated or assigned by the president or the Board of Directors.

d) Once elected director-at-large, a President/Vice-President/Immediate Past President may not serve as chair or as Board liaison officer of an ACRL section, chapter, or council for the duration of the four-year term. Nor may an elected President/Vice-President/Immediate Past President serve in that capacity on the Executive Committee of an ACRL section, chapter, or council.

Article VI: Executive Director

Section 1. Executive director. The executive director of the Association shall be appointed by the executive director of the American Library Association in concurrence with the ACRL Board of Directors. The Association's officers shall form the personnel committee for the executive director.

Section 2. Responsibility and authority. The executive director shall be responsible for all management functions of the Association. The executive director shall manage and direct all activities of the Association as prescribed by the Board of Directors and shall be responsible to the Board; shall submit reports as required by the Board of Directors; shall serve as an ex-officio member without the vote of the Board of Directors; and shall perform such duties as may be assigned to this position by the Board of Directors. The executive director shall assist the president in representing the Association within the library and higher education communities.

Article VII: Budget and Finance Committee Chair

The ACRL Budget and Finance Committee chair is a member of the ACRL Board of Directors and serves on its Executive Committee. The Budget and Finance Committee chair provides leadership in maintaining the financial health of the Association and each year brings to the Board a recommended budget and recommended fiscal policies. The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years and may be reappointed for a second two-year term, not to exceed four consecutive appointed years on the Board.

Article VIII: ACRL Councilor

The ACRL councilor represents the interests of the Association on the ALA Council. The ACRL councilor is a member of the ACRL Board of Directors and serves on its Executive Committee. The councilor reports to the Board of Directors on ALA Council activities and receives direction from the Board regarding positions to be taken on ALA Council issues. The councilor is elected in accordance with the constitution and bylaws of the American Library Association.

Article IX. Board of Directors

Section 1. Members. The Board of Directors shall consist of the officers of the Association, the chair of the Budget ~~&~~ and Finance Committee, the ACRL councilor, and eight elected directors-at-large. The ACRL executive director shall be an ex-officio member without vote.

Section 2. Responsibility & authority. The governing body of the association shall be the Board of Directors. The Board of Directors shall direct the affairs of the association; determine its policies or changes therein; actively encourage support for its goals; establish financial policies of the association and be accountable for association assets; and be responsible for the interpretation of these bylaws. The Board may adopt such rules and regulations for the conduct of its business as shall be deemed advisable, and may, in the execution of the powers granted, delegate certain of its authority and responsibility to such agents as it may consider necessary. The Board shall delegate the day-to-day operations of the Association to the executive director.

Section 3. Directors-at-Large. Directors-at-large shall be elected from the personal members of the Association for terms of four years.

a) ~~One director at large shall be a member of elected based upon nominations from the University Libraries Section; one shall be a member of elected based upon nominations from the College Libraries Section; one shall be a member of elected based upon nominations from the Community and Junior College Libraries Section; two directors at large shall be a member of an ACRL Chapter with experience on elected based upon nominations from the Chapters Council; two shall be elected based upon nominations from the Sections Council ACRL's Community of Practices; and one director at large shall be elected based upon nominations from the Divisional Leadership Recruitment and Nomination Committee.~~ One director-at-large shall be a member of the University Libraries Section; one shall be a member of the College Libraries Section; one shall be a member of from the Community and Junior College Libraries Section; two directors-at-large shall be a member of an ACRL Chapter with experience on Chapters Council; two shall be from ACRL's Community of Practices; and one director-at-large shall be elected based upon nominations from the Divisional Leadership Recruitment and Nomination Committee.

b) These terms shall overlap so as to ensure continuity of policy. The election of directors-at-large based on section and council nominations shall be scheduled consecutively: year 1, University Libraries Section and Chapters Council; year 2, College Libraries Section and ACRL ~~Sections Council~~ Communities of Practice; year 3, Community and Junior College Libraries Section and Chapters Council; year 4, ACRL ~~Communities of Practice~~ Sections Council, and the at-large candidate. On the ballot, all nominees shall be listed as candidates for "directors-at-large."

c) Once elected director-at-large, a Board member may not serve as chair or as Board liaison officer of an ACRL section, interest group, chapter, or council for the duration of the four-year term. Nor may an elected director-at-large serve in that capacity on the Executive Committee of an ACRL section, interest group, chapter, or council.

Section 4. Quorum. At any meeting of the Board of Directors, a simple majority of the voting members of the Board shall constitute a quorum.

Section 5. Meetings of the Board. Regular meetings of the Board of Directors ~~may shall~~ be held in conjunction with each American Library Association Midwinter Meeting and American Library Association Annual Conference. Virtual ~~Conference call~~ meetings of the Board may be called by the president or at the request of seven (7) members of the Board. Actions of the Board shall be reported in writing not later than the next Board meeting.

Section 6. Participation. In the case of continued failure of a director to participate in the deliberations of the Board, the Board may, by a vote of the majority of its members, declare the seat vacant and the vacancy shall be filled as provided in these bylaws.

Section 7. Compensation. Directors and elected officers shall not receive any compensation for their services.

Article X: Executive Committee

Section 1. Members. The Executive Committee shall consist of the officers of the Association, the ACRL councilor, the chair of the Budget and Finance Committee, and the ACRL executive director who shall serve without vote.

Section 2. Responsibility and authority. The Executive Committee may act in place and stead of the Board of Directors between Board meetings and may:

- a) act for the Board and make decisions on matters which:
 - (1) require action before the next Board meeting,
 - (2) have been specifically delegated by the Board to the Executive Committee,
 - (3) affect the budget and require immediate action;

b) act for the Board in the administration of established policies and programs and make recommendations to the Board with respect to matters of policy and operations; and

- c) review ACRL activities and programs and recommended priorities.

The Executive Committee's actions shall be reported in writing not later than the next meeting of the Board.

Section 3. Call of meetings. The President of the Association shall call meetings of the Executive Committee as the business of the Association requires.

Section 4. Quorum. At any meeting of the Executive Committee, a simple majority of the voting members of the Executive Committee shall constitute a quorum.

Article XI: Nominations

Section 1. Committee. ~~The Leadership Recruitment and Nominations Committee shall select candidates. A committee to nominate candidates~~ for vice-president, for ACRL councilor, and for ~~one-eight~~ ACRL directors-at-large. ~~large shall be appointed by the vice president at such times as to enable the committee to meet during the annual meeting preceding the one at which the results of the election are to be announced. Candidates for elective positions within sections shall be chosen as each section determines. The LRNC will have a chair and vice-chair and a member each from the University Libraries Section, the College Libraries Section, the Community and Junior College Libraries Section, the Communities of Practice Section and from Chapters Council. The vice-chair is appointed by the vice-president and will become the chair the following year. The members are appointed by their respective communities and each serves a two-year term. The vice-president also appoints a member for a two-year term. Written consent must be secured from each candidate. Written consent must be secured from each candidate.~~

Section 2. Reporting. The Leadership Recruitment and Nomination Committee shall report in writing the names of nominees for elective offices of the Association ~~a whole~~ one month prior to the annual conference.

Section 3. Nominations by Others. Nominations other than those of the Leadership Recruitment and Nomination Committee signed by no fewer than ~~20-25~~ members of the Association shall be accepted and placed on the ballot if they are filed with the executive director of the Association at least three months before the date on which the ballots are to be mailed. Written consent of the nominees must accompany such nominations.

Article XII: Meetings

General meetings. The Association shall hold an annual meeting ~~at the time and place of the~~ either virtually or at the annual conference of the American Library Association. Other meetings may be called at the discretion of the Board of Directors. One hundred members shall constitute a quorum of the Association for the transaction of all business.

Article XIII: Elections

Section 1. Right to vote. All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a Community of Practice shall vote for its officers.

Section 2. Elections.

a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.

b) Communities of Practice. Election to elective positions for Communities of Practice shall be made as each determines. The election of officers shall be reported in writing to the executive director.

Article XIV: Chapters

Section 1. Affiliation. The Board of Directors may recognize a chapter of the Association in any state, province, territory, or region upon the petition of 25 personal members of the Association residing or employed within the area.

Section 2. Members and officers. A chapter may admit members who are not members of the national Association; however, the president (chair) and the vice-president (vice-chair) of each chapter shall be members of the national Association.

Section 3. Disaffiliation. A chapter affiliation may be dissolved at its request by the Board of Directors ~~of the Association~~ and it shall be so dissolved if the chapter becomes inactive or fails to comply with the provisions of this article.

Section 4. Chapters Council. The Chapters Council shall consist of the president (chair) and vice-president (vice-chair)

of each ACRL chapter or a delegate who is a member of the executive board of the chapter. Each member of the Chapters Council shall be a member of the national Association and be knowledgeable about both chapter and national ACRL activities.

~~Section 5. Directors at large candidates. The ACRL Chapters Council shall nominate candidates to fill two (2) directors at large positions on the Association's Board of Directors.~~

Article XV: Communities of Practice

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

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Section 3. Governing Procedures. Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

Section 4. ACRL Communities of Practice Assembly. The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

Section 5. Discontinuance. A Community of Practice may be dissolved by the Board of Directors at the request of the group. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group. — A committee may be discontinued only by the agency authorizing it at the request of the group's leadership.

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Section 3. Appointment. The vice-president shall appoint committee members to fill the vacancies due to occur during his/her term as president; ~~he/she may name the chair of each committee or request the committee to elect its own chair.~~ Committees may have chairs and vice-chairs, which each have one-year terms. Special appointments to fill vacancies on committees may be made by the president. Committee members must be personal members of ACRL, and they must adhere to American Library Association policies.

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Section 1. Elective positions. Appointments to fill vacancies in elective positions of the Association as a whole, with the exception of president and vice-president, shall be made by the Board of Directors until it is possible for the Association to fill the vacancy at the next regular annual election.

a) A vacancy in the office of the president shall be filled for the remainder of the term by the vice-president. This succession shall not prevent a person who succeeds to the presidency because of a vacancy from serving his/her normal term as president the next year.

b) A vacancy in the office of the vice-president shall be filled by election at the next regular annual election. The successful candidate shall then serve a one-year term as president and a one-year term as immediate past president.

c) If vacancies occur in the offices of president and vice-president within the same term, the Board of Directors shall elect as president one of the directors-at-large for the remainder of the term. When a regular election is next held, a president and vice-president shall be elected.

d) A vacancy in the office of immediate past president shall not be filled until that term expires.

e) Vacancies on the Board of Directors shall be filled by election for the remainder of the vacating members' term. Elections will occur at the regular election immediately following the vacancy.

f) Appointments to fill vacancies on a committee of the Association as a whole shall be made by the president.

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Section 1. Membership. Mail or electronic votes of the membership of the Association may be authorized between meetings by the Board of Directors, provided all members are canvassed simultaneously. Such votes shall be conducted under the same requirements as votes at meetings. If no time limit is set, no vote shall be counted unless received within 30 days from the day the text of the matter voted upon was mailed and properly addressed to those entitled to vote upon it.

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Section 3. Committees. Mail or electronic votes of duly constituted committees may be taken by the chair of such committees. An affirmative vote of a simple majority of the committee members shall be required to pass the motion. Voting option and time limits shall be the same as stated above in Section 2 of this article.

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The parliamentary authority used by this Association shall be the same as that used by the American Library Association.

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ACRL Bylaws

Revisions Approved: April 29, 2011 and May 2, 2008

First Approval: April 29, 1998

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[Article I: Name](#)

[Article II: Object](#)

[Article III: Relationship to the American Library Association](#)

[Article IV: Membership and Dues](#)

[Article V: Officers](#)

[Article VI: Executive Director](#)

[Article VII: Budget and Finance Committee Chair](#)

[Article VIII: ACRL Councilor](#)

[Article IX: Board of Directors](#)

[Article X: Executive Committee](#)

[Article XI: Nominations](#)

[Article XII: Meetings](#)

[Article XIII: Elections](#)

[Article XIV: Chapters](#)

[Article XV: Communities of Practice](#)

[Article XVI: Committees](#)

[Article XVII: Vacancies](#)

[Article XVIII: Mail and electronic votes](#)

[Article XIX: Parliamentary authority](#)

[Article XX: Amendment of bylaws](#)

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Section 2. Terms of office. The vice-president shall be elected from the personal members of the Association and shall serve a one-year term as vice-president, a one-year term as president, and a one-year term as immediate past president.

Section 3. Responsibility and authority. The officers shall perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

a) President. The president shall serve as chair of the Board of Directors. The

ACRL AC17 Doc 32.4

president, during his/her year, shall make appointments to fill positions that become vacant on standing and special committees during the year. The president shall perform such duties as are necessarily incident to the office of president or as may be prescribed by the Board of Directors. The president shall represent the Association within the library and higher education communities, and other appropriate forums, to advance the mission and goals of the Association.

b) Vice-president. The vice-president shall succeed to the office of the president. The vice-president shall perform such duties as are delegated or assigned by the president or the Board of Directors, and shall perform the duties of president in the event that individual is unable to serve. The vice-president shall make all appointments to fill vacancies on standing and special committees that are due to occur during the year of his/her presidency.

c) Immediate past president. The immediate past president shall perform such duties as are delegated or assigned by the president or the Board of Directors.

Article VI: Executive Director

Section 1. Executive director. The executive director of the Association shall be appointed by the executive director of the American Library Association in concurrence with the ACRL Board of Directors. The Association's officers shall form the personnel committee for the executive director.

Section 2. Responsibility and authority. The executive director shall be responsible for all management functions of the Association. The executive director shall manage and direct all activities of the Association as prescribed by the Board of Directors and shall be responsible to the Board; shall submit reports as required by the Board of Directors; shall serve as an ex-officio member without the vote of the Board of Directors; and shall perform such duties as may be assigned to this position by the Board of Directors. The executive director shall assist the president in representing the Association within the library and higher education communities.

Article VII: Budget and Finance Committee Chair

The ACRL Budget and Finance Committee chair is a member of the ACRL Board of Directors and serves on its executive Committee. The Budget and Finance Committee chair provides leadership in maintaining the financial health of the Association and each year brings to the Board a recommended budget and recommended fiscal policies. The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years.

Article VIII: ACRL Councilor

The ACRL councilor represents the interests of the Association on the ALA Council. The ACRL councilor is a member of the ACRL Board of Directors and serves on its Executive Committee. The councilor reports to the Board of Directors on ALA Council activities and receives direction from the Board regarding positions to be taken on ALA Council issues. The councilor is elected in accordance with the constitution and bylaws of the American Library Association.

Article IX. Board of Directors

Section 1. Members. The Board of Directors shall consist of the officers of the Association, the chair of the Budget & Finance Committee, the ACRL councilor, and eight elected directors-at-large. The ACRL executive director shall be an ex-officio member without vote.

Section 2. Responsibility & authority. The governing body of the association shall be the Board of Directors. The Board of Directors shall direct the affairs of the association; determine its policies or changes therein; actively encourage support for its goals; establish financial policies of the association and be accountable for association assets; and be responsible for the interpretation of these bylaws. The Board may adopt such rules and regulations for the conduct of its business as shall be deemed advisable, and may, in the execution of the powers granted, delegate certain of its authority and responsibility to such agents as it may consider necessary. The Board shall delegate the day-to-day operations of the Association to the executive director.

Section 3. Directors-at-Large. Directors-at-large shall be elected from the personal members of the Association for terms of four years.

a) One director-at-large shall be elected based upon nominations from the University Libraries Section; one shall be elected based upon nominations from the College Libraries Section; one shall be elected based upon nominations from the Community and Junior College Libraries Section; two directors-at-large shall be elected based upon nominations from the Chapters Council; two shall be elected based upon nominations from the Sections Council; and one director-at-large shall be elected based upon nominations from the Divisional Leadership Recruitment and Nomination Committee.

b) These terms shall overlap so as to ensure continuity of policy. The election of directors-at-large based on section and council nominations shall be scheduled consecutively: year 1, University Libraries Section and Chapters Council; year 2, College Libraries Section and ACRL Sections Council; year 3, Community and Junior College Libraries Section and Chapters Council; year 4, ACRL Sections Council, and the at-large candidate. On the ballot, all nominees shall be listed as candidates for "directors-at-large."

c) Once elected director-at-large, a Board member may not serve as chair or as Board liaison officer of an ACRL section, chapter, or council for the duration of the four-year term. Nor may an elected director-at-large serve in that capacity on the Executive Committee of an ACRL section, chapter, or council.

Section 4. Quorum. At any meeting of the Board of Directors, a simple majority of the voting members of the Board shall constitute a quorum.

Section 5. Meetings of the Board. Regular meetings of the Board of Directors shall be held in conjunction with each American Library Association Midwinter Meeting and American Library Association Annual Conference. Conference call meetings of the Board may be called by the president or at the request of seven (7) members of the Board. Actions of the Board shall be reported in writing not later than the next Board meeting.

Section 6. Participation. In the case of continued failure of a director to participate in the deliberations of the Board, the Board may, by a vote of the majority of its members, declare the seat vacant and the vacancy shall be filled as provided in these bylaws.

Section 7. Compensation. Directors and elected officers shall not receive any compensation for their services.

Article X: Executive Committee

ACRL AC17 Doc 32.4

Section 1. Members. The Executive Committee shall consist of the officers of the Association, the ACRL councilor, the chair of the Budget and Finance Committee, and the ACRL executive director who shall serve without vote.

Section 2. Responsibility and authority. The Executive Committee may act in place and stead of the Board of Directors between Board meetings and may:

- a) act for the Board and make decisions on matters which:
 - (1) require action before the next Board meeting,
 - (2) have been specifically delegated by the Board to the Executive Committee,
 - (3) affect the budget and require immediate action;
- b) act for the Board in the administration of established policies and programs and make recommendations to the Board with respect to matters of policy and operations; and
- c) review ACRL activities and programs and recommended priorities.

The Executive Committee's actions shall be reported in writing not later than the next meeting of the Board.

Section 3. Call of meetings. The President of the Association shall call meetings of the Executive Committee as the business of the Association requires.

Section 4. Quorum. At any meeting of the Executive Committee, a simple majority of the voting members of the Executive Committee shall constitute a quorum.

Article XI: Nominations

Section 1. Committee. A committee to nominate candidates for vice-president, for ACRL councilor, and for one ACRL director-at-large shall be appointed by the vice-president at such times as to enable the committee to meet during the annual meeting preceding the one at which the results of the election are to be announced. Candidates for elective positions within sections shall be chosen as each section determines. Written consent must be secured from each candidate.

Section 2. Reporting. The Leadership Recruitment and Nomination Committee shall report in writing the names of nominees for elective offices of the Association a whole one month prior to the annual conference.

Section 3. Nominations by Others. Nominations other than those of the Leadership Recruitment and Nomination Committee signed by no fewer than 20 members of the Association shall be accepted and placed on the ballot if they are filed with the executive director of the Association at least three months before the date on which the ballots are to be mailed. Written consent of the nominees must accompany such nominations.

Article XII: Meetings

General meetings. The Association shall hold an annual meeting at the time and place of the annual conference of the American Library Association. Other meetings may be called at the discretion of the Board of Directors. One hundred members shall constitute a quorum of the Association for the transaction of all business.

Article XIII: Elections

Section 1. Right to vote. All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a

ACRL AC17 Doc 32.4

Community of Practice shall vote for its officers.

Section 2. Elections.

a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.

b) Communities of Practice. Election to elective positions for Communities of Practice shall be made as each determines. The election of officers shall be reported in writing to the executive director.

Article XIV: Chapters

Section 1. Affiliation. The Board of Directors may recognize a chapter of the Association in any state, province, territory, or region upon the petition of 25 personal members of the Association residing or employed within the area.

Section 2. Members and officers. A chapter may admit members who are not members of the national Association; however, the president (chair) and the vice-president (vice-chair) of each chapter shall be members of the national Association.

Section 3. Disaffiliation. A chapter affiliation may be dissolved at its request by the Board of Directors of the Association and it shall be so dissolved if the chapter becomes inactive or fails to comply with the provisions of this article.

Section 4. Chapters Council. The Chapters Council shall consist of the president (chair) and vice-president (vice-chair) of each ACRL chapter or a delegate who is a member of the executive board of the chapter. Each member of the Chapters Council shall be a member of the national Association and be knowledgeable about both chapter and national ACRL activities.

Section 5. Directors-at-large candidates. The ACRL Chapters Council shall nominate candidates to fill two (2) directors-at-large positions on the Association's Board of Directors.

Article XV: Communities of Practice

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

Section 1. Authorization. Groups to facilitate discussion and exploration of common professional concerns that fall within the objectives of the Association shall be authorized by action of the Board of Directors in a manner provided for in the *ACRL Guide to Policies and Procedures*.

Section 2. Members. Membership in Communities of Practice shall be open to members of the Association who are interested in the purpose of the groups, subject to the provisions in Article IV, Section 2.

Section 3. Governing Procedures. Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

ACRL AC17 Doc 32.4

Section 4. ACRL Communities of Practice Assembly. The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

Section 5. Discontinuance. A Community of Practice may be dissolved by the Board of Directors at the request of the group. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group.

Article XVI: Committees

Section 1. Authorization. Committees of the Association as a whole shall be authorized by action of the Association or the Board of Directors, except as otherwise provided in the bylaws.

Section 2. Standing committees. Standing committees may be established to consider matters of the Association that require continuity of attention by the members. When such a committee is established, its function, name, and size shall be determined. Unless otherwise approved by the Board of Directors, full members of standing committees shall be appointed for terms of two years and may be reappointed for a second, but not a third consecutive term. In no case shall a person serve on a committee for more than five consecutive years. Appointments shall be made in such a manner as to provide continuity in membership.

Section 3. Appointment. The vice-president shall appoint committee members to fill the vacancies due to occur during his/her term as president; he/she may name the chair of each committee or request the committee to elect its own chair. Special appointments to fill vacancies on committees may be made by the president. Committee members must be personal members of ACRL, and they must adhere to American Library Association policies.

Section 4. Discontinuance. A committee may be discontinued only by the agency authorizing it.

Article XVII: Vacancies

Section 1. Elective positions. Appointments to fill vacancies in elective positions of the Association as a whole, with the exception of president and vice-president, shall be made by the Board of Directors until it is possible for the Association to fill the vacancy at the next regular annual election.

a) A vacancy in the office of the president shall be filled for the remainder of the term by the vice-president. This succession shall not prevent a person who succeeds to the presidency because of a vacancy from serving his/her normal term as president the next year.

b) A vacancy in the office of the vice-president shall be filled by election at the next regular annual election. The successful candidate shall then serve a one-year term as president and a one-year term as immediate past president.

c) If vacancies occur in the offices of president and vice-president within the same term, the Board of Directors shall elect as president one of the directors-at-large for the remainder of the term. When a regular election is next held, a president and

ACRL AC17 Doc 32.4

vice-president shall be elected.

d) A vacancy in the office of immediate past president shall not be filled until that term expires.

e) Vacancies on the Board of Directors shall be filled by election for the remainder of the vacating members' term. Elections will occur at the regular election immediately following the vacancy.

f) Appointments to fill vacancies on a committee of the Association as a whole shall be made by the president.

Article XVIII: Mail and electronic votes

Section 1. Membership. Mail or electronic votes of the membership of the Association may be authorized between meetings by the Board of Directors, provided all members are canvassed simultaneously. Such votes shall be conducted under the same requirements as votes at meetings. If no time limit is set, no vote shall be counted unless received within 30 days from the day the text of the matter voted upon was mailed and properly addressed to those entitled to vote upon it.

Section 2. Board of Directors. Mail or electronic votes of the Board of Directors may be taken provided they are authorized by the officers of the Association and all voting Board members are canvassed simultaneously. An affirmative vote of a simple majority of the voting Board members shall be required to pass a motion. On each mail or electronic vote, each voting Board member shall have the option of voting for or against the motion, to abstain, or to hold for discussion at the next regularly scheduled meeting. Time limits shall be the same as stated above in Section 1 of this article. Actions shall be confirmed at the next regular meeting of the Board.

Section 3. Committees. Mail or electronic votes of duly constituted committees may be taken by the chair of such committees. An affirmative vote of a simple majority of the committee members shall be required to pass the motion. Voting option and time limits shall be the same as stated above in Section 2 of this article.

Article XIX: Parliamentary authority

The parliamentary authority used by this Association shall be the same as that used by the American Library Association.

Article XX: Amendment of bylaws

Section 1. Proposals. Amendments to the bylaws may be proposed by the Board of Directors; by any standing committee of the Association in writing to the Board of Directors; or by a petition signed by 25 or more members of the Association.

Section 2. Board action. A proposed amendment to the bylaws shall be voted upon by Association members after it has been approved by a majority of the Board members present and voting at two consecutive meetings held not less than two months apart.

Section 3. Notice. Written notice of the text of the amendment shall be provided to members at least one month before consideration.

Section 4. Voting. Amendments may be voted upon by members by mail or electronic ballot or at a public membership meeting.

ACRL AC17 Doc 32.4

a) If by mail or electronic ballot, the bylaws amendment is accepted if a majority of those members participating vote in favor of the amendment.

b) If at a public membership meeting, the bylaws amendment is accepted if a majority of the members, present and voting, votes in favor of the amendment.

Section 5. Adoption. If not otherwise specified, a proposed amendment becomes effective as soon as it has been approved as described above.

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ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ALA/ARL IPEDS Task Force	<ul style="list-style-type: none"> Charge: ARL and ACRL formed a joint advisory task force in 2015 to provide official advice on the new IPEDS definitions and to provide clarification to the academic library community on them. The Advisory Task Force recommendations regarding definitional issues and responses to questions raised by the academic library community were accepted by IPEDS and implemented in the 2015 and 2016 survey cycles. Although the Advisory Task Force has completed its original charge as of July 28, 2016, the group has identified issues requiring further deliberation that need to be considered including usage of electronic serials, shared collections (institutional repositories), and working with the Bureau of Labor Statistics to modify job categories for academic librarians. 	<p>Co-chairs: Robert E. Dugan, Jennifer F. Paustenbaugh</p> <p>Board Liaison: TBD</p> <p>Staff Liaison: Mary Jane Petrowski</p>	<p>Spring 2017 Virtual work of task force</p> <p>June 2017 ALA Annual Conference update session</p> <p>July 2017 Webcast update</p>	<p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>The co-chairs and staff liaisons held two conference calls, including one on March 28 with the Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Awards Task Force	<p>Charge: To review ACRL's awards program to see whether it meets the needs of members and is strategically focused to make the best use of ACRL resources. Questions to consider include:</p> <p>Issues for Task Force</p> <ul style="list-style-type: none"> • Should there be a monetary requirement to establish a new award? If so, is \$1,000 the appropriate amount? • Should sections continue to be allowed to use basic services funds to pay an annual administrative fee for the management of each award? • Who can propose new awards? Must an award be associated with a membership unit (such as a section), or can a new award be proposed and maintained by individuals or outside groups? • Given ACRL's Plan for Excellence and the results of the membership survey giving a low priority to awards, what kind of support/resources should ACRL provide for an awards program? • What criteria should be used in considering whether or not to expand the awards program? 	<p>Chair: Penny M. Beile</p> <p>Board Liaison: Lori J. Ostapowicz-Critz</p> <p>Staff Liaison: Chase Ollis</p>	<ul style="list-style-type: none"> • Interim report due to the Board prior to the 2017 Midwinter meeting • Final report due to the Board prior to the 2017 Annual Conference 	<p>June 2017: submitted final report for Board consideration.</p> <p>January 2017: submitted interim report to the Board.</p> <p>October 2016: working on interim report, and will submit to the Board for Midwinter 2017.</p> <p>September/October 2016: drafted and sent surveys to ACRL award winners and leadership</p> <p>March 2016: Irene Herold completed task force appointments.</p> <p>Midwinter 2016: Board approved creation of Task Force.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Community College Engagement Task Force	To build ACRL's effectiveness in supporting community and junior college librarians. Work with the ACRL Board, CJCLS, and other ACRL units with the goals of (a) conducting a needs assessment related to professional engagement and professional development for community college librarians; (b) identifying barriers to ACRL membership, conference attendance, and other professional participation experienced by community college librarians; and (c) recommend next steps for the association to expand support for community college members and prospective members.	<p>Chair: Julia C. Mielish</p> <p>Board liaison: Kim Leeder Reed</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Date interim report is due: ALA Midwinter Meeting 2017</p> <p>Date final report is due: ALA Annual Conference 2017</p>	<p>June 2017: Task Force is asking for an extension to complete its work.</p> <p>May 2017: Survey results shared with the task force. McKinley held a conference call with the Task Force in May to share preliminary findings and is preparing interview questions for the task force to review in June 2017.</p> <p>January – April 2017: Survey questionnaire for members and non-members finalized. Survey communications reviewed and approved by the task force. De-duping is in the final stages.</p> <p>Focus group conducted in Baltimore on March 24; final report sent to the task force on April 3, 2017.</p> <p>Midwinter 2017: submitted Membership Survey Findings to the Board.</p> <p>September 2016: Chair held a conference call with Board Liaison (Kim Leeder Reed) and staff liaison (Mary Jane Petrowski). Sent community college cross tab results from the 2015 ACRL Membership survey to chair.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>March 2016: Ann Campion Riley appointed task force.</p> <p>Midwinter 2016: Board approved name, charge, timeline and membership composition.</p> <p>Fall 2015: Draft charge coming to Board for approval Midwinter 2016.</p> <p>Fall Meeting October 2015: concept formed.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Diversity Alliance Task Force	Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.	<p>Chair: Jon E. Cawthorne</p> <p>Board liaison (member): John P. Culshaw</p> <p>Staff liaison: Mary Ellen K. Davis, Howard Prager</p>	Monthly conference calls	<p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p> <p>Annual Conference 2016: task force approved by Board.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Framework for Information Literacy Advisory Board	<p>To serve as an advisory body for the growth and development of the ACRL Framework for Information Literacy for Higher Education, working with the ACRL Visiting Program Officer for Information Literacy.</p> <p>Tasks:</p> <ul style="list-style-type: none"> • To review and assess progress on the Framework implementation plan. • To offer a strategic overview for future directions for research and practice. • To advise on and participate in the development and use of the “sandbox” repository for Framework examples and experimentation and to promote communication by contributing to the Framework website and listserv. 	<p>Chair: Donna Witek</p> <p>Interim co-chairs (3/1/17-5/31/17): Tish Hayes, KYmberly Mieshia Dionne Keeton</p> <p>Board liaison: Caroline Fuchs</p> <p>Staff liaison: Mary Jane Petrowski</p>		<ul style="list-style-type: none"> • FAB-SLILC merger/transition meeting is scheduled for Friday, June 16. • Call for presenters extended to May 31, 2017. • Work on a Framework toolkit will be completed by June 1, 2017. • Online curriculum materials were delivered on May 31, 2017. • Call for new licensed workshop presenters was issued on May 1, 2017. • Task Force working with SLILC to develop a transition plan for FY18. • ACRL Board approved procedures for selection and appointment of presenter coordinators for licensed workshops at April 28 spring meeting. • Curriculum for F2F licensed workshop to be delivered April 30, 2017. • Pilot workshop presented at ACRL 2017 (March 24, 8:30-11:30) by Lindsay Matts-Benson and Brittney Johnson, with approximately 60-70 participants (and Sharon Mader as observer to provide feedback). • ACRL Framework for Information Literacy Sandbox launched in December 2016.

Task Force	Charge	Leadership	Timeline	Status Notes
Guidelines for Media Resources for Academic Libraries in Higher Education Task Force	The task force is established to, following the procedures for the review of Standards found in the ACRL Guide to Policies and Procedures Chapter 14: (1) review the GMRAL (2012), (2) review challenges and opportunities brought by media resources and technologies in higher education, (3) recommend community college, college and university libraries the guidelines that represent the best practice to i) develop media collections, services and programs relevant to the library user communities and ii) weave the libraries' media resources and technologies into the fabric of faculty and students' teaching, learning and research experience, (4) recommend needed changes to existing guidelines, (5) produce a draft document incorporating these changes, (6) seek comments and input from stakeholder communities and the general ACRL membership, and (7) incorporate, as appropriate, those recommendations into the final draft.	Chair: Gisele Genevieve Tanasse Board liaison: Lori Critz Staff liaison: Erin Nevius	Date interim report is due: An interim report is due to the ACRL Board of Directors by the 2017 ALA Annual Conference if possible, and the 2017 Fall executive Committee meeting at the latest. Date final report is due: The final document should be submitted for ACRL Board approval within six months of the draft being circulated for comment, and no later than fall 2018. The draft guidelines should be made available for review and comment by membership no later than one year after the appointment of the task force.	April/May 2017: Appointments made and accepted. June 1, 2017: Progress call; sections of the previous Guidelines divided among members for updating. Interim report forthcoming for the 2017 Fall Executive Committee meeting. June 26, 2017: In-person progress meeting at ALA Annual Conference.

Task Force	Charge	Leadership	Timeline	Status Notes
Libraries Transform Task Force	<p>To develop messages and resources that will address the needs of academic and research libraries using the new ALA campaign, "Libraries Transform."</p> <p>Tasks:</p> <ul style="list-style-type: none"> • To develop and suggest to ALA new "Because" statements for the campaign • To develop resources that ALA can use on its campaign website, e.g., suggest individuals for interview, libraries to spotlight. • To review the Academic and Research Libraries marketing materials developed for the ALA @ Your Library Campaign (http://www.ala.org/acrl/issues/marketing) and revise/update or recommend removal from the Web site as needed. 	<p>Chair: Cinthya Ippoliti</p> <p>Board liaison: Ann Campion Riley</p> <p>Staff liaison: Allison Payne</p>	<p>Date interim report is due:</p> <ul style="list-style-type: none"> • Annual Conference 2016 (new "Because" statements can be suggested prior to a report) • Midwinter Meeting 2017 • If there are new resources developed they should be available at the ACRL 2017 Conference <p>Date final report is due: Annual Conference 2017</p>	<p>Annual 2017: submitted final report for Board consideration.</p> <p>Spring 2017: Held regular virtual meetings. Exploring opportunity with a vendor on updating ACRL resources. Will include recommendations in final report at AC17.</p> <p>Midwinter 2017: submitted interim report to the Board.</p> <p>September 2016: Task Force met with virtually with Public Awareness Office Director Jeff Julian to discuss goals of the Libraries Transform Campaign, and how to better shape ACRL's Because statements.</p> <p>Annual 2016: Interim report submitted to Board.</p> <p>March 2016: Irene Herold appointed task force.</p> <p>Nov. 2015: Call for volunteers posted. Applications due Dec 15.</p> <p>Fall Board Meeting 2015: Task force established.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Screening and Appointment of Academic Librarians Using a Search Committee Task Force (SAALSC TF)	<p>The Screening and Appointment of Academic Librarians Using a Search Committee Task Force (SAALSC TF) will review the existing SAAL Guideline guidelines in order to determine if they continue to be of use to the profession. If the guidelines are determined necessary, the SAALSC Task force will review the existing guidelines and recommend revisions, if required. Such revisions would determine if the existing outline is aligned with hiring best practices across the Higher Education industry. As needed, the Task Force should review a broad spectrum of current academic search committee guidelines and identify those most relevant to current library practices. If necessary, the Task Force will solicit input from the College and University Professional Association for Human Resources, as well as other external stakeholder organizations. The Task Force will also work with the ACRL Standards Committee to ensure that the leadership and membership of ACRL have ample opportunity to comment, discuss and provide feedback on the revised guidelines (as detailed in the ACRL Guide to Policy and Procedures - 14.5 Preparation of Standards and Guidelines.)</p>	<p>Chair: Brian Keith</p> <p>Board Liaison: John Culshaw</p> <p>Staff Liaison: David Free</p>	<p>Interim report: AC 2014</p> <p>Final report due: AC 2016</p>	<p>SUMMER 2017: Task Force completed wider call for comments as requested by Standards Committee. Draft is now back with Standards for their discussion and vote. If approved, it will move to the Board ASAP.</p> <p>SPRING 2017: Task Force reappointed by BoD after Midwinter to conclude work. Currently soliciting additional feedback on draft per Standards Committee request in C&RL News and ACRL online channels. Goal is to have any revisions to Standards in time for it to move to the Board at Annual if approved by Standards.</p> <p>WINTER 2017: Task force working on updates based on Standards Committee notes.</p> <p>Fall 2016: Standards Committee sent notes on draft document to task force.</p> <p>JUNE 2016 Draft submitted to Standards Committee for consideration. Standards Committee had questions about the comment process and is reaching out to the task force.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>SPRING 2016 Submit draft to ACRL Board for consideration and approval if approved by Standards.</p> <p>WINTER 2016 Made final revisions to draft based on Pers-L and ALA MW PASDODG feedback.</p> <p>Submitted document to Standards Committee for review.</p> <p>JANUARY 2016 Solicited comments on revised draft and lead discussion at Personnel Administrators & Staff Development Discussion Group (PASDODG) meeting at ALA MW.</p> <p>DECEMBER 2015 Draft sent to Pers-L for review and feedback</p> <p>FEBRUARY – NOVEMBER 2015</p> <ul style="list-style-type: none"> • Revised guideline draft based on feedback at Annual • Included Intro with notes about intended audience (people running searches at college and research libraries) and intention of guidelines (to serve as framework/baseline/overview for recruitment) • Fall/ Winter 2015: Meeting approximately weekly by

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>teleconference to work on document draft. Now waiting for comment on draft from Pers-L list.</p> <ul style="list-style-type: none"> • Updated TF membership in Summer 2015 due to a resignation. • Held a conference call in June 2015 to discuss survey results and developed a timeline for action for the next several months. • Survey distributed and results obtained. • Decided next step was to survey peers on the ACRL Personnel Administrators listerv. TF is drafting questions and expects online survey to be distributed to the list in mid-April. • Held a conference call to discuss strategy, priorities, final outcomes and deliverables. • Appointments completed February 2015 <p>DECEMBER 2013</p> <ul style="list-style-type: none"> • Committee approved for creation Dec 2013

Task Force	Charge	Leadership	Timeline	Status Notes
Standards for Libraries in Higher Education Review Task Force	The Task Force is established to, following the procedures for the review of Standards found in the ACRL Guide to Policies and Procedures Chapter 14: (1) review the SLHE, (2) review outcomes as articulated in regional accrediting association guidelines as there is increasing expectation that libraries can contribute to them, e.g., educational role, facilities, etc., (3) incorporate accreditation expectations into the draft standards as appropriate, (4) review the performance indicators for each principle and consider expanding them, (5) recommend needed changes, (6) produce a draft document incorporating these changes, (7) seek comments and input from stakeholder communities and the general ACRL membership, and (8) incorporate, as appropriate, those recommendations into the final draft.	Chair: Andrea M. Falcone Board liaison: Julia M. Gelfand Staff liaison: Kara Malenfant	Date interim report is due: 2016 fall executive committee meeting , summarizing relevant research on changes in higher education that impact the Standards, including a review of regional accrediting agency expectations for libraries. Date final report is due Midwinter 2017. The final document should be submitted for ACRL Board approval within six months of the draft being circulated for comment and no later than Midwinter 2017. The draft standards should be made available for review and comment by the membership no later than one year after appointment of the Task Force.	Summer 2017: <ul style="list-style-type: none"> Continued work to finalize appendices/front and back matter based on feedback to draft circulated in May. Post the fully revised document online prior to ALA AC. Prepared for open forum to be held at ALA AC on Sunday, June 25, 2017, 3:00-4:00 p.m. Submitted request for an extension to Board; expect to have a completed document to Standards Cmte in September Spring 2017: <ul style="list-style-type: none"> Convened task force for conference calls 03/03, 03/30, 04/19, 05/05. Subgroups continued work. Held an online open forum on 05/11, with draft of revisions circulated in advance. FYI update to Board submitted for SE Winter 2017: <ul style="list-style-type: none"> Convened task force for conference calls 10/27, 11/16, 11/29, 12/6. Subgroups gathered information from: Standards workshop presenters, ACRL adjunct consultants, previous Standards

ACRL AC17 FYI-1

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Task Force members, ACRL accrediting agency relationships.</p> <ul style="list-style-type: none"> Task force prepared for open forum to be held at ALA MW on Sunday, January 22, 2017, 3:00-4:00 p.m. <p>Fall 2016: submitted interim report to Board.</p> <p>Fall 2016:</p> <ul style="list-style-type: none"> Convened group via conference call in mid-September. Completed bibliography of changes in higher education. Submitted interim report to ACRL Board in late September. Prepared to conduct interviews in October of SLHE workshop presenters, ACRL adjunct consultants, regional accrediting agencies, 2011 SLHE task Force members. Scheduled conference call among full t.f. for late October. Scheduled meeting room for t.f. at ALA MW and meeting room for open forum to seek input on changes. <p>June 2016: Ann Campion Riley appointing task force.</p> <p>Summer 2016:</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<ul style="list-style-type: none">• Conferred with standards liaison.• Convened group via conference call in early August.• Established working group topics and members.• Began annotated bibliography of changes in higher education.

Task Force	Charge	Leadership	Timeline	Status Notes
Status of Academic Librarians Standards and Guidelines Review Task Force	<p>The task force, following the procedures for the review of standards found in the ACRL Guide to Policies and Procedures, Chapter 14, and pertaining to the six documents listed below, is established to: (1) review the standards and guidelines, (2) recommend needed changes, (3) produce a draft document incorporating these changes, (4) seek comments and input from stakeholder communities and the general ACRL membership, and (5) incorporate, as appropriate, those recommendations into the final draft.</p> <ul style="list-style-type: none"> Guidelines for Academic Librarians without Faculty Status Standards for Faculty Status for Academic Librarians Joint Statement on Faculty Status of College and University Librarians A Guideline for Appointment, Promotion, and Tenure of Academic Librarians Statement on Certification and Licensing of Academic Librarians Statement on the Terminal Professional Degree for Academic Librarians 	<p>Chair: Allyson Mower</p> <p>Board liaison: John P. Culshaw</p> <p>Staff liaison: David Free</p>	<p>Date interim report is due: An interim report is due to the ACRL Board of Directors for review at the 2017 Midwinter Meeting, summarizing relevant research on changes in higher education that impact the standards and guidelines.</p> <p>Date final report is due: The final documents should be submitted for ACRL Board approval within six months of the drafts being circulated for comment and no later than Annual Conference 2017. The draft standards and guidelines should be made available for review and comment by the membership no later than one year after appointment of the task force. If additional time is needed, the task force can extend the deadline.</p>	<p>Summer 2017: Completed revision of one standard and a draft of a new overarching framework document for all of the status standards, guidelines, and statements. Will recommend that others remain in force as they are or be rescinded.</p> <p>Call for comments on new and revised documents will be going out in late June/ early July. Documents should be to Standards Committee in late summer/ early fall.</p> <p>Task Force is requesting an extension to complete their work.</p> <p>Spring 2017: Currently working on draft revisions of the documents.</p> <p>Winter 2017: Submitted interim report to Board of Directors.</p> <p>Held virtual meeting on Jan. 4 to discuss interim report draft.</p> <p>Worked via email on interim report to Board.</p> <p>Fall 2016: Task force appointed by Irene Herold.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>June 2016: call for volunteers posted in <i>ACRL Insider</i>.</p> <p>May 2016: Board approved task force via virtual vote.</p>

ACRL Board Working Groups – Active			
Title	Task	Members	Due Date/Status
Bylaws Working Group	Review and suggest revisions to ACRL bylaws.	Chair: Beth McNeil Members: Caroline Fuchs, LeRoy LaFluer, Kim Leeder Reed. Staff liaison: Mary Ellen Davis	Annual Conference 2017: Board action form submitted. 2017 Spring Board Meeting: Preliminary discussion.

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American Association of Community Colleges (AACC)***American Association of Community Colleges annual conference***

I attended the AACC conference in New Orleans, April 21-25, 2017. Additionally, I represented ACRL and the [National Council for Learning Resources](#) (NCLR) on the [Commission on Research, Technology, and Emerging Trends](#). With 3 hours of commission meeting time, here's my summary of key points that were discussed and presented:

- Proposed changes to Federal race and ethnicity categories.
 - Per the OMB Federal Register Notice: The classification of a Middle Eastern and North African (MENA) group and distinct reporting category per future Census.
 - Designation of this category per race and ethnicity is defined as: "A person having origins in any of the original peoples of the Middle East and North Africa. This includes for example, Lebanese, Iranian, Egyptian, Syrian, Moroccan, Israeli, Iraqi, Algerian, and Kurdish."
 - Discussion ensued among commissioners regarding this volatile topic.
 - At this time public comment is being accepted by the Federal government.
- Federal collection and reporting of certificates-implications for graduation rates and completions.
 - Presentation was given per current data practices.
 - Various commissioners had numerous questions regarding the variables that are being collected at this time.
 - What data should be collected?
 - What should the Federal government collect?
 - What is the correlation due to the increase in data over time?
- Voluntary Framework of Accountability Update
 - Discussion of college pathways programs across the country.
 - California Community Colleges are embarking in 20 of their colleges focusing on a pathways program.
- Update from affiliated councils
 - *NCLR*: Provided the commission with an update regarding the council's involvement with AACC (NROC program for this annual's conference: *Developmental Education Redesign: Experiences, Innovations, and Resources*).

- Informed commission regarding the creation and integration of a library and information literacy module with [CCSSE](#). This annual instrument is used by community colleges across the country. The inclusion of an optional library and information literacy module will provide decision makers with pertinent quantitative data.
- The development of this module began over three years ago, and was initiated by current ALA President Julie Todaro, and numerous community college librarians.
- Several commissioners had follow up questions regarding CCSSE and OER initiatives.
- Also provided the commission with NCLR's progress in gaining 501c3 status per the new requirements within AACC.
- The *Instructional Technology Council* provided the commission with the [2016 survey results](#) from their annual national eLearning report. Various findings are inter-related to library initiatives, such as OER.
- The [Council for the Study of Community Colleges](#) gave the commission an overview and urged for contributions to the literature regarding the numerous initiatives taking place within community colleges.
- Federal Legislative update
 - AACC's Senior Vice President, Government Relations and Policy Analysis, David Blaine informed the commission of pending federal actions and current status of appointments, especially with the department of education.

American Sociological Association

May 30, 2017

Progress Report for Partial Reimbursement Request

American Sociological Association Annual Meeting, 2017

ACRL-ASA Liaison

Hailey Mooney

haileym@umich.edu

(1) a summary of all activities accomplished

The ASA Annual Meeting will be held August 12-15, 2017 in Montreal, Quebec, Canada. I am planning to attend the Annual Meeting in order to accomplish the outcomes as described in my ACRL Liaisons Grant Funding Request. My progress so far includes:

- An accepted poster presentation at the ASA Annual Meeting

“Fake News” and Information Literacy

In Event: Visual Media Poster Session

Mon, August 14, 10:30am to 12:10pm, Palais des congrès de Montréal, Level 2, Hall 220C

Abstract

This poster will examine the issue of “fake news” and the need to teach undergraduate students critical thinking skills in information evaluation. It will demonstrate how librarians can partner with educators to provide students with information literacy instruction. The goal of this poster is to serve as an informational resource and discussion starter for integrating source evaluation into undergraduate sociology courses and sparking collaborations between instructors and librarians.

Authors: Hailey Mooney, University of Michigan Library; Heather Mooney, Wayne State University; Shevon Desai, University of Michigan Library.

- Article published in the ASA Section on Teaching and Learning newsletter

Mooney, H. (2017, Spring). Teaching in a world of "fake news": Synergies between librarians and sociologists. *Teaching/Learning Matters*, 46(1): 10-12.

- Article published in the ANSS section newsletter

Mooney, H. (2017, Spring). On “fake news.” *ANSS Currents*, 32(1): 17-18.

- Correspondence with members of ASA STL providing a mid-year update from December 2016, keeping key contacts apprised of my work with information literacy (which led to the solicitation of the Teaching/Learning Matters article) and maintaining contacts for upcoming work with the ANSS Instruction & Information Literacy Committee to create a disciplinary *Framework* document.

Association for Information Science and Technology (ASIS&T)

ACRL Liaison Report

Organization: Association for Information Science and Technology

Liaison Name: Kristin Lee

Liaison Email: kristin.lee@tufts.edu

Report period: July 2016 - June 2017

Background (from <https://www.asist.org/about/>) : ASIS&T Mission: The mission of the Association for Information Science and Technology is to advance the information sciences and related applications of information technology by providing focus, opportunity, and support to information professionals and organizations.

Liaison Activity for 2016-2017:

ASIS&T Annual Meeting 2016 - Copenhagen, Denmark

As the outgoing chair of the Scientific and Technical Information SIG (SIG STI) within ASIS&T, I attended the SIG Cabinet meeting. There was significant discussion about the current model of SIGs within ASIS&T and how the smaller and virtual SIGs might participate in the organization in different ways.

SIG STI held a meeting at Annual to discuss the plans for the coming year. SIG STI has been struggling to get members involved, and there was a lot of discussion about what the best use of our time and funds would be. The hope is to have more webinars, but there was also discussion of joining with another SIG or becoming a virtual SIG.

This was the first ASIS&T meeting held outside of North America. The theme was Creating Knowledge, Enhancing Lives through Information & Technology. It was well-attended and everything ran smoothly. The plenary speakers (<https://www.asist.org/events/annual-meeting-2016/plenary-speakers/>) both spoke about health-related topics. Greg Welch from the University of Central Florida talked about the use of simulations, robots, and 3D capture of patient information for use in healthcare training. Markus Bundschus from Roche Diagnostics talked about the business case for text mining within the biotechnology industry.

The proceedings for the conference can be found here:

<https://www.asist.org/files/meetings/am16/proceedings/index.html>. I was particularly interested in the Data Reuse Behavior and Digital Data Curation tracks. One highlight from these sessions for me was a paper presented by Bradley Wade Bishop and Carolyn Hank, which looked at using the Data Curation Profiles developed at Purdue in the context of looking at biocollections. I really appreciated that they tied data management practices to the collection of physical specimens. It was interesting to hear about the data provenance challenges inherent to collecting actual objects and the diversity in the understanding of data management principles among the participants in the study. The paper can be found here: <https://www.asist.org/files/meetings/am16/proceedings/openpage16.html>.

One of my favourite events at the ASIS&T conference is the Leadership Program. This year we discussed how to determine your mentorship needs, and then find and cultivate a relationship with a mentor. The workshop materials were very well presented and the discussions at our tables led to some great revelations about what it means to be a mentee.

Research Data Access and Preservation Summit 2017 - Seattle Washington

The Research Data Access and Preservation Summit is currently held under the umbrella of ASIS&T. This year the theme was “Meeting challenges in the data world” (<https://www.asis.org/rdap/>). The organizers of the Sponsorship Committee did an exceptional job of finding funding and bringing the cost of the conference down by more than half from 2016.

I was on the planning committee this year and organized and moderated a panel called “Data in the Humanities”. Much of the content at RDAP has been about data in science, social science, and medicine so it was great to have the humanities represented on this panel and on the Data Reusability Panel.

Another new feature of RDAP this year was the Institutional Snapshots. These were very quick talks about what was going on at several of the institutions represented at the conference. It was great to get a sense of where different places were in the process of developing data services and identify possible people to reach out to. Almost everyone said they were in the process of creating data positions.

RDAP is in the process of evaluating their relationship with ASIS&T. The Summit will be co-located with the Information Architecture Summit (also an ASIS&T event) next year in Chicago but the future of RDAP after that is being discussed. Please join the RDAP listserv (<http://mail.asis.org/mailman/listinfo/rdap>) to see how that discussion evolves.

Respectfully submitted,

Kristin (Bogdan) Lee
Research Data Librarian
Tufts University
May 1, 2017

**ACRL Division-level Committee Agendas
Annual Conference 2017**

- ACRL 2017 Coordinating Committee
- Budget & Finance Committee
- Government Relations Committee
- Immersion Program Committee
- Liaisons Coordinating Committee
 - Liaisons Grants Committee
 - Liaisons Training and Development Committee
 - Liaisons Assembly Committee
- New Roles and Changing Landscapes Committee
- Professional Values Committee
- Publications Coordinating Committee
 - Academic Library Trends and Statistics Survey Editorial Board
 - *C&RL* Editorial Board
 - *C&RL* News Editorial Board
 - New Publications Advisory Board
 - Publications in Librarianship Editorial Board
 - *RCL* Editorial Board
 - *RBM* Editorial Board
- Research Planning and Review Committee
- Research and Scholarly Environment Committee
- Standards Committee
 - Information Literacy Frameworks and Standards Committee
- Student Learning and Information Literacy Committee
- Value of Academic Libraries Committee

**ACRL Chapters Council Agendas
Annual Conference 2017**

- Chapters Council
- Chapters Council Work Session

ACRL 2019 Coordinating Committee



ACRL 2019 Coordinating Committee Meeting

Sunday, June 25, 1:00 -3:00 p.m.
Hilton Chicago, International North Room

1. **Welcome and introductions**
2. **Debrief and lessons learned from ACRL 2017 Coordinating Committee members**
3. **Review session format descriptions for the Call for Participation** –Session format committees should review [session format](#) descriptions and update as needed by September 1.
4. **Poster Session possible new format**
5. **Identify working group to review/refresh conference tags** – Looking for 3-4 volunteers to refine the list of [conference tags](#). Goal is to have a diverse list of tags where submitters can find a place for their proposal and attendees can search the conference program by specific tags. 10-12 primary tags and 35-40 secondary/tertiary tags.
6. **Component committee appointments** – Email list of appointments to: mconahan@ala.org by August 11 (include name, institution, email address)
7. **New business**

Upcoming Deadlines and Important Dates

August 11, 2017 – Component committee appointments due to ACRL office

September 1, 2017- Text (e.g. introduction, descriptions, tags) for the Call for Participation due to ACRL office

Late October 2017 – Call for Participation posted on conference Web site; abbreviated version will run as an insert in the November issue of *C&RL News*

Government Relations Committee

2017 ALA Annual – Chicago, IL

Location: Hilton Chicago, Conference Room 4E

1:00 PM - 2:30 PM

Sunday June 25 2017

Agenda – DRAFT:

1. Welcome and introductions
2. Additions/Changes to Agenda
3. ALA Washington Office Update – TBD
4. End of Year report
5. Review Government Relations 2017- 1018 Work Plan
6. Virtual meetings
7. Other Business
8. Adjournment

Immersion Program Committee

ALA Annual Chicago
June 25th 1-2:30pm, Hilton Chicago
Conference Room 4M

1. Welcome & Introductions
2. Volunteer for note taking
3. Announcements/Reminders
 - ACRL Leadership Council meeting updates
 - Incoming Immersion Faculty
4. Report from the Immersion Program Faculty Coordinators (Michelle Millet/Wendy Holliday)
5. 2016-17 committee report & 2017-18 work plan
6. Immersion Planning
 - Fall application review process
 - Timeline
 - Application requirements and review (moving towards less essays)
 - Upcoming application review cycles for 2017-18
7. Marketing Immersion
8. New Business
9. Adjourn

Liaisons Coordinating Committee

(Draft Agenda)

Sunday, June 25, 2017, 3:00-5:30 pm

Palmer House, Salon 3

- Welcome & Introductions
- Highlights from Leadership Council
- Liaison reports received since Midwinter 2017
- Discuss ACRL MW16Doc
- Liaison Committee reports: Grants, Training and Development
- “State of the program.” What is working, what is not.
- Work plans and Year end reports
- Action items

Liaisons Grants Committee

[Part of Liaisons Coordinating Committee Meeting]

Sunday, June 25, 2017

3-5:30p.m.

Palmer House Hilton, Salon 3

1. Welcome & Introductions
2. 2016-2017 Annual Report
3. 2017-2018 Planning ideas
4. New Business/Other

Liaisons Training and Development Committee

Meeting @ALA

(part of the Liaisons Coordinating Committee Meeting)

6/25/2017

3:00 PM-5:30 PM CST

PALM-Palmer House Hilton

17. E. Monroe Street, Chicago, IL 60603

Salon 03

Core Committee Members:

Carrie Donovan (Chair, July 1, 2016, to June 30, 2017)
Christopher Cox (Vice-Chair, July 1, 2016, to June 30, 2017)
Martha Adkins (Member, July 1, 2015, to June 30, 2017)
Ernesto Hernandez (Member, July 1, 2016, to June 30, 2018)
Joe Mocnik (Member, July 1, 2015, to June 30, 2017)
Susie Skarl (Member, July 1, 2016, to June 30, 2018)

Ex-Officio Committee Members:

Michael Courtney (Ex-Officio Member, July 1, 2016, to June 30, 2017)
Rachel Crowley (Ex-Officio Member, July 1, 2016, to June 30, 2017)
Kathy Magarrell (Ex-Officio Member, July 1, 2016, to June 30, 2017)
Lori Phillips (Ex-Officio Member, July 1, 2015, to July 31, 2017)

ACRL Board & Staff Liaisons:

Emily Daly (Board Liaison, July 1, 2016, to June 30, 2017)
Mary Ellen Davis (Staff Liaison, July 1, 2016, to June 30, 2017)
Allison Payne (Staff Liaison, July 1, 2016, to June 30, 2017)

Agenda Items:

1. Welcome & Introductions
2. Liaisons Assembly Meeting (recap)
3. Annual Report (draft)
4. Work Plan Ideas 2017-18
5. New Business/Other

Liaisons Assembly Committee

6/24/2017

1:00 PM-2:30p.m. CST

HIL-Hilton Chicago

720 S. Michigan Avenue, Chicago, IL 60605

Conference Room 4B

Chair:

Carrie Donovan (Chair, July 1, 2016, to June 30, 2017)

Roster of Liaisons:

Jose Aguinaga (AACC Liaison, July 1, 2015, to June 30, 2018)
Innocent Awasom (USAIN Liaison, July 1, 2015, to June 30, 2017)
Mara Rojeski Blake (APSA Liaison, July 1, 2015, to June 30, 2018)
Jeffra Diane Bussmann (SLA Liaison, July 1, 2015, to June 30, 2017)
Lisabeth Chabot (CIC Liaison, July 1, 2015, to June 30, 2018)
Melissa Anne Chomintra (ACJS Liaison, July 1, 2016, to June 30, 2019)
Juliann Couture (AAA Liaison, July 1, 2015, to June 30, 2018)
Elizabeth Dupuis (ELI Liaison, July 1, 2015, to June 30, 2018)
Jennifer Gilley (NWSA Liaison, July 1, 2015, to June 30, 2018)
Tiffany Anderson Hebb (NRC-FYEST Liaison, July 1, 2015, to June 30, 2018)
Kristin Lee (ASIST Liaison, July 1, 2015, to June 30, 2017)
Christine Noel Malinowski (SLA Liaison, July 1, 2015, to June 30, 2017)
Mary Markland (IAMSLIC Liaison, July 1, 2015, to June 30, 2017)
Hailey Mooney (ASA Liaison, July 1, 2015, to June 30, 2018)
Danuta Nitecki (SCUP Liaison, July 1, 2014, to June 30, 2017)
Marilyn N. Ochoa (SITE Liaison, July 1, 2014, to June 30, 2017)
Alison Scott Ricker (AAAS Liaison, July 1, 2014, to June 30, 2017)
Deborah Turner (ALISE Liaison, July 1, 2015, to June 30, 2018)
Sarah Wenzel (MLA Liaison, July 1, 2015, to June 30, 2018)

Ex-Officio Member:

JoAnn Jacoby (Ex-Officio Member, July 1, 2016, to June 30, 2017)

ACRL Board & Staff Liaisons:

Emily Daly (Board Liaison, July 1, 2016, to June 30, 2017)
Mary Ellen K. Davis (Staff Liaison, July 1, 2016, to June 30, 2017)
Allison Payne (Staff Liaison, July 1, 2016, to June 30, 2017)

Meeting Agenda:

1. Welcome & Introductions
2. Reports/Updates from Liaisons
3. Liaisons Communication Plan
4. New Business
5. Wrap-up

New Roles & Changing Landscapes Committee

Date: Saturday, June 24, 2017**Time:** 10:30-11:30 a.m. (CDT)**Place:** Hilton Chicago**Chair:** Jill Gremmels**Recorder:** Jill**Committee:**

Mark Emmons, Lauren Collister,
 Anne Grant, Jolie Graybill, Erin
 Smith, Dane Ward; Emily Daly,
 Board Liaison; Howard Prager, ACRL
 staff

Absent:**Guest(s):**

Time	Item	Owner	Resources	Outcome
10:30-11:30	1. Approve Jill's notes as official minutes from May 26 meeting	Jill		Approval
	2. Discussion: Constellation next steps: OER (Mark, Lauren, Haven); prototype we can put together quickly?	Mark		Action plan
	3. Discussion: Implementing Change and Innovation in Your Library next steps, pending Board approval	Dane?		Action plan (pending Board approval)
	4. Discussion: Success stories next steps	Lauren		?
	5. ARL/ACRL Diversity initiative: representative on planning committee?	Jill		Name a representative, if the committee wishes

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Decisions Taken

What	By Whom	By When

Action Items

What	By Whom	By When

Notes:

Information item: The in-person meeting at ALA Annual will be Saturday morning, June 24, from 10:30-11:30 at the Hilton, Conference Room 4E. The group will go to lunch after the meeting. Jolie, Erin, Emily, Jill, Mark, and Howard will attend. Anne and Lauren will not be at Annual.

Resources to be attached: 2 Board Action Forms; "Information Literacy IQ (Institutional Quotient) Test," a sample library readiness questionnaire;

Professional Values Committee (PVC)

ALA Annual

Sunday, June 25, 2017, 8:30-10:00am

Renaissance BLACKSTONE, Room: Inspiration Studio

1. Welcome and Introductions
2. ALA Annual 2017 Agenda Approval
3. ALA Midwinter 2017 Meeting Minutes Approval
4. PVC Planning and Reporting/Next Steps
 - a. Discuss ideas for 2017-2018 Work Plan
 - b. Brainstorm ACRL Presents webinar topics for submission of proposals
5. Other Business and Discussion Topics
 - a. Discuss intellectual freedom and professional neutrality in relation to social justice, diversity, and inclusion
 - b. Net Neutrality and Digital Privacy issues
 - c. ALA IFC Draft "Politics, Interpretation of Library Bill of Rights"
 - d. Right to be Forgotten: <https://americanlibrariesmagazine.org/blogs/the-scoop/should-there-be-a-right-to-be-forgotten/>
 - e. Other topics?
6. Adjournment

Publications Coordinating Committee

PCC Annual Meeting Agenda – 2017 ALA Annual Conference

6/25/2017 - 10am-noon - Hilton, Willford B

members at large welcome to sit in on any of the Editorial Board meetings from 8:30-10am

Introductions (5 minutes)

Review and approve minutes from 2017 Midwinter Meeting (5 minutes)

Leadership Council Update (5 minutes) - Cass

2017 Annual Program Update (5 minutes) - Erin

Editors' Updates (30 minutes)

- C&RL
- C&RL News
- PIL
- RCL
- CHOICE
- Trends & Stats
- New Publications
- RBM

Appointment Process Discussion (10 minutes) - Emily

Demographic Survey Report Discussion (10 minutes) - Emily

Diversity and Editorial Boards (15 minutes) - Peg and Wendi

2016-2017 Workplan review (5 minutes) - Emily

2017-2018 Workplan Discussion (15 minutes) - Erin

2018 Annual Program Discussion (10 minutes) - Cass

Call for Proposals - See more at: <http://connect.ala.org/node/267194#sthash.yU99zE6f.dpuf>

Academic Library Trends and Statistics Survey Editorial Board

ALA Annual 2017: Sunday, June 25, 8:00 am-10:00 am CDT: Agenda
Hilton Chicago, Conference Room 4F

1. Member introductions: new members, why did you volunteer for this group in particular?
2. Updates from **Counting Opinions and Mary Jane Petrowski**: Current survey status.
Did contacting institutions (Gale and Alexia) make a significant impact on response rate?
What else can we do to improve response rate?
3. IPEDS Advisory Taskforce updates (**Ted Mulvey, via Bob Dugan**)
4. Proposed Trends survey questions (faculty status): discuss and vote. (**Ted Mulvey, et al**)
5. Final LibGuide updates (**Caryl Ward**)
6. Action items for next year and review of this year's work plan. Determine what to put in the work plan: what do members feel is most urgent to add? (**All members**)
7. Adjourn

C&RL News Editorial Board

2017 Annual Conference Virtual Meeting Agenda

June 21, 2017, 2:00 p.m. - 3:00 p.m. EST

- Introductions
- Adoption of agenda and appointment of recorder
- Transitions
 - o New chair (Amanda Dinscore)
 - o Those cycling off (Kaetrena, Steven)
 - o Those joining (Julie Adamo, Leo Lo)
- Editor's report and discussion, including:
 - o Review of recent issues
 - o Report on readership statistics and trends
 - o Future covers and potential topics and authors
- Report on the Annual Work Plan
 - o Review of 2016-2017 work accomplished
 - o Discussion of 2017-2018 Work Plan
- Midwinter meeting
 - o Decision about 2018 meeting (i.e., virtual or face-to-face)
- Other items of interest

C&RL Editorial Board**2017 Annual Conference Meeting Agenda**

Here is the agenda for the C&RL Editorial Board meeting on June 25th, from 8:30 to 10am at Hilton Chicago, Williford B:

- 1) Announcements - Open
- 2) Journal Activity Report – Wendi
- 3) OJS update and discussion of future functionality – Wendi and David
- 4) Consideration of Article based publishing model – Wendi
- 5) Exploration of developmental peer review – Emily
- 6) Discussion of Social Media opportunities - Wendi and Sarah
- 7) Midwinter 2018 - Confirm Virtual Meeting
- 8) Other Business - Open

New Publications Advisory Board

**ALA Annual Meeting
Sunday, June 25, 2017
8:30-10:00 a.m.
Hilton Chicago, Williford B**

- Welcome and introductions
- Appointment of a recorder
- Approval of minutes from Midwinter 2017 meeting
- Review list of forthcoming titles for fiscal year 2018
- Continued business
 - Potential authors for topics identified at Midwinter 2017:
 - Cultivating Communities of Practice
 - Distance Learning Librarianship
 - “Is reference dead?”
 - Collaboration within the Institution
 - Digital Scholarship
 - Discovery
 - Hiring
 - Recruitment
 - Board encouraged to recruit actively at other professional development events.
 - ALA in development process for a new webstore that will enable bundling (webinar & book, for example). Currently slated for late summer 2017 release.
 - “After you’ve published”
 - Thinking about a support system for authors after the book is released
 - Perhaps Board can be more involved (podcasts)
 - Some process to generate letters for authors (on letterhead) suitable for inclusion in dossiers?
 - Review proposal review process and workflow
 - OK as is, sharing proposals with everyone but agreed that members can abstain from commenting if a proposal is out of their area of expertise?
 - New potential titles and/or authors

- New business
 - Schedule quarterly meeting
 - As well as using outside professional development events and personal networks to recruit new authors, also use them as a place to promote the book line. Are there promotional items that would be helpful to you?
- Adjournment

Publications in Librarianship Editorial Board

**ALA Annual Meeting
Sunday, January 25, 2017
8:30-10:00 a.m.
Hilton Chicago, Williford B**

- Welcome
- Appointment of a recorder
- Review and approval of minutes from Midwinter 2017 meeting
- Appointments to the Board accepted, terms beginning July 1, 2017
 - Dr. Bradford L. Eden
 - Dallas Long
- Review workplan
 - Update on The Fun of Motivation
 - Continue to investigate and assess options for open peer review, and discuss how to create and implement policies and procedures for open peer review option
- Discuss next manuscripts for review
 - Framing Information Literacy: Teaching Grounded in Theory, Pedagogy, and Practice (formerly titled Theory Driven Teaching: Integrating Educational Theory & ACRL Core Concepts into Academic Library Instruction), Janna L. Mattson and Mary K. Oberlies, Editors
 - Applying Library Values to Emerging Technology: Tips and Techniques for Advancing within Your Mission, Peter D. Fernandez and Kelly Tilton, Editors
- New topics and authors brainstorm
 - Putting out a call for PIL proposals
- Adjournment

***Resources for College Libraries* Editorial Board**

AGENDA

Resources for College Libraries Editorial Board Meeting

ALA Annual 2017
8:30 - 10:00 AM | Sunday June 25 Hilton
Chicago | Williford B
720 S Michigan Ave., Chicago IL 60605 | [View map](#)

PRELIMINARIES

Introduction.....Neal Baker, Chair
Appointment of Secretary.....Neal Baker
Minutes of December 7, 2016 meetingJane Monson

RCL Project Editor's Report.....Anne Doherty

DISCUSSION Board

- Visioning recap
- Marketing + outreach: RCL toolkit, webinar, etc.
- Editorial board work plan
- Supplementary virtual meetings
- Other discussion items Meeting

Adjourns

REPORTS AND ATTACHMENTS

- A. Minutes of December 7, 2016 midwinter meeting (Jane Monson)
- B. Project Report: December 1, 2016 to June 30, 2017
- C. Financial Report (Mark Cummings)
- D. Visioning summary document
- E. Editorial board 2016-2017 work plan report and 2017-2018 work plan draft

NEXT MEETING

Virtual meeting for ALA Midwinter 2018; date/time tbd

ACRL Research Planning and Review Committee

June 25, 2017 10:30-11:30am Renaissance Blackstone; POTUS Boardroom

Agenda:

Discuss possible topics for next year's "Top Trends" document

Research and the Scholarly Environment Committee (ReSEC)



Association of College and Research Libraries *Research and the Scholarly Environment Committee (ReSEC)*

ALA Annual Conference Meeting
Sunday, June 25, 2017 9:00am –
11:30am
Hilton Chicago, Conference Room 4A
Chicago, IL

Agenda

- | | | |
|-----|---|---------------|
| 1. | Preliminaries
(Amy Buckland, Patricia Hswe) | 9:00 – 9:05 |
| | a. Introductions | |
| | b. Agenda overview | |
| | c. Minutes review/correction/approval | |
| 2. | Scholarly Communication Toolkit (Steven Harris) | 9:05-9:10 |
| 3. | ACRL open access policy statement promotion
(Patricia Hswe & Amy Buckland) | 9:10-9:15 |
| 4. | Roadshow updates: Scholarly Communication, Data,
and Intersections (Kara Malenfant, Will Cross, Abigail Goben) | 9:15 – 9:30 |
| 5. | Updates from the domain | 9:30 – 9:50 |
| | a. ARL (Sue Baughman) | |
| | b. SPARC (Shawn Daugherty) | |
| 6. | ReSEC Response Group (Yasmeen Shorish) | 9:50 – 9:55 |
| 7. | Scholarly Communication column in College & Research
Libraries News (Yuan Li, Charlotte Roh) | 9:55 – 10:00 |
| 8. | Debrief on ACRL/SPARC Forum and preview
of discussion group (Nathan Hall, Charlotte Roh) | 10:00 – 10:10 |
| 9. | Intersections of Scholarly Communication and
Information Literacy Task Force (Mel DeSart) | 10:10 – 10:15 |
| 10. | Break | 10:15 – 10:30 |
| 11. | Library-vendor relationship subcommittee (Mel DeSart) | 10:30 – 10:40 |

- | | | |
|-----|--|---------------|
| 12. | Research agenda subcommittee (Nathan Hall) | 10:40 – 10:50 |
| 13. | ACRL Data Policy subcommittee (Steven Harris) | 10:50 – 11:00 |
| 14. | Newsletter/blog possibility to discuss scholarly communication issues (Amy Buckland) | 11:00 – 11:05 |
| 15. | Charges and goals for subcommittees (Amy Buckland) | 11:05 – 11:15 |
| 16. | Open discussion on current events (FASTR, OER, etc.) | 11:15 – 11:25 |
| 17. | Wrap up (Amy Buckland) | 11:25 – 11:30 |

Standards Committee

2017 ALA Annual Meeting

Sunday, June 25, 2017

Location: Hilton Chicago, Conference Room 4D

Time: 1:00 PM – 2:30 PM

Members: D. Free (ACRL Staff Liaison); A. Campion Riley (ACRL Board Liaison); K. Eccles; A. Lim; T. Mulvey; B. Le; M. Peppers (Chair); A. Xu

Agenda

1. Introductions
2. Announcements
3. Discussion: SC 2017-2018 Work Plan
4. Discussion: SC Charge: Does it align with the ACRL Plan for Excellence?
 - a. SC Charge and Specific Tasks outlined here:
<http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees/acr-staccred>
 - b. Please review ACRL Plan, found here:
<http://www.ala.org/acrl/aboutacrl/strategicplan/stratplan>
5. Status Updates on Tracking Spreadsheet Assignments
6. Other?

Information Literacy Framework and Standards Committee

ALA Annual 2017: Sunday, June 25, 3:00 PM-4:30 PM CDT: Agenda Renaissance

Blackstone, Mayor's Office

1. Member introductions, as needed
2. Updates from Standards Committee (Ted Mulvey)
3. Updates/discussion from Saturday's WGSS/EBSS-Comm/RBMS discussion (Ted Mulvey, Nancy Fawley, others in attendance)
4. Updates from liaison sections as needed (all)
5. Work plan for next year/wrap up this year's annual report (Nancy Fawley/Ted Mulvey)
6. Adjourn

Student Learning and Information Literacy Committee (SLILC)



Association of College and Research Libraries

Student Learning and Information Literacy Committee

Agenda, All-Committee Meeting, ALA Annual Conference Chicago

Sunday, June 25th

Hilton Chicago, Conference Room 4D

3:00-5:30pm CST

There will be no virtual option for this meeting. Please contact the Chair if you have questions.

Responsibilities of the Chair: Manage the meeting; start and end on time; periodically call on meeting participants for feedback and make sure everyone is heard; summarize and recap action items at the end of the meeting; answer questions; distribute minutes in a timely manner

1. *Preliminaries (Huisman, 5 minutes)*
 - a. Introductions, guests
 - b. Agenda review and call for additions; review of minutes from previous committee meetings (April 20th and May 18th)
2. *Chair report and project team updates/review (Huisman, Berman, ACRL Staff, ACRL Board Liaison; 20 minutes)*
 1. Updates from Chair, Vice-Chair, Staff, and Liaison on goal-areas, ACRL announcements, and committee-related news, initiatives, or projects.
 2. Review of final project team report, discussion w/incoming Chair on goals and outcomes. Prep: Each project team lead or rep if the lead is not available should prepare a brief (5 minutes) overview of their project team accomplishments, goals, and ongoing projects for 2018. All teams should have updated details on their project areas submitted to the Google Drive SLILC folder.
3. Guest Speaker(s): (TBD) (15-30 minutes)
4. Questions, Additions, or Actions (20-30 minutes); planning activity and conclusion; welcome new Chair Elizabeth Berman and Vice Chair Elizabeth Galoozis for 2017-2018.
5. *Adjourn within scheduled time; work/discussion time will vary depending on need.* If you have questions/concerns that were not addressed during our meeting time, please contact Rhonda Huisman (rhuisman@marian.edu or rhondahuisman@gmail.com)

References:

SLILC Roster: <http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees/acr-center> SLILC

Libguide: <http://acrl.libguides.com/slilc/committee>

Info Lit resources: <http://acrl.libguides.com/slilc/home> ACRL

Framework website: <http://acrl.ala.org/framework/>

SLILC listserv: slilc@lists.ala.org

ACRL Plan for Excellence: <http://www.ala.org/acrl/aboutacrl/strategicplan/stratplan>

Value of Academic Libraries Committee

AGENDA, ALA 2017 Annual Meeting
 Association of College and Research Libraries
 Saturday, June 24th, 8:30-11:30 am
 Chicago, IL, Palmer House Hilton, Dearborn Room 1

Minute taker – volunteer?

1) Welcome and Introductions -10 minutes - Current members:

Jaime Corris Hammond (Chair, July 1, 2016, to June 30, 2017)
Alan Carbery (Vice-Chair, July 1, 2016, to June 30, 2017)
Stephanie Marie Alexander (Member, July 1, 2015, to June 30, 2017)
Emily J. Asch (Member, July 1, 2015, to June 30, 2017)
Andrew Asher (Member, July 1, 2015, to June 30, 2017)
Jill Kristine Becker (Member, July 1, 2016, to June 30, 2018)
Shawn P. Calhoun (Member, July 1, 2016, to June 30, 2018)
Joanie D. Chavis (Member, July 1, 2015, to June 30, 2017)
Alyssa Marie Darden (Member, July 1, 2015, to June 30, 2017)
Erin Finnerty (Member, July 1, 2016, to June 30, 2018)
Cinthya Ippoliti (Member, July 1, 2016, to June 30, 2018)
JoAnn Jacoby (Member, July 1, 2015, to June 30, 2017)
Melissa Jadlos (Member, July 1, 2015, to June 30, 2017)
Jennifer Jarson (Member, July 1, 2016, to June 30, 2018)
Debbie L. Malone (Member, July 1, 2016, to June 30, 2018)
Christopher Danald Marcum (Member, July 1, 2016, to June 30, 2018)
Holly Mercer (Member, July 1, 2016, to June 30, 2018)
Stephanie Mikitish (Member, July 1, 2016, to June 30, 2018)
Adam Lee Murray (Member, July 1, 2016, to June 30, 2018)
Lauren Pressley (Member, July 1, 2016, to June 30, 2018)
John Siegel (Member, July 1, 2016, to June 30, 2018)
Gene R. Springs (Member, July 1, 2015, to June 30, 2017)
Geoffrey D. Swindells (Member, July 1, 2015, to June 30, 2017)
Terry Sklair Taylor (Member, July 1, 2016, to June 30, 2018)
Lisa Janicke Hinchliffe (Ex-Officio Member, July 1, 2016, to June 30, 2019)
Susan Barnes Whyte (Board Liaison, July 1, 2016, to June 30, 2017)
Kara Malenfant (Staff Liaison, July 1, 2016, to June 30, 2017)

2) Agenda Review – 5 minutes

3) VAL Committee Update session: Sunday, June 25th 1:00-2:30 p.m., McCormick Place West, S102
 a) Research Agenda presentation and feedback

4) VALC Annual Work Plan (2016-2017) and Review and Update Progress – 1 hour
Note: Reporting by work groups will go line by line through Annual Work Plan and includes discussions on Objective 4/OER and Scholarships for Higher Education Conferences

5) Break – 10 minutes

6) Review and discuss Multi-Year Planning Grid

7) ACLS Public Fellow (update)- Kara Malenfant

8) Assessment in Action updates- program materials and Presenter Coordinator position

9) Brainstorming activities for 2017-18 work

10) Questions/Discussion/Other Business – 15 minutes

11) Next Steps, Reminders and Adjourn – 10 minutes

Attachments:

- VALC 2015-16 Annual Report & 16-17 Work Plan
- Multi-year planning grid
- Status report from VAL Committee Project Group: Communicating the Value of Academic Libraries Outwards

Chapters Council

Meeting
Sunday June 25, 2017
8:30 – 10:00 AM
Hilton Chicago-Buckingham Room
720 S. Michigan Ave, Chicago IL

- I. Welcome/Introductions (Weiner)
- II. Approval of Minutes (Boyd)
- III. Announcements (Weiner and Minkin)
- IV. Nominations (Minkin)
- V. Elections (Minkin)
- VI. Legislative Update (Prucha)
- VII. Listserv Update (Gjerde)
- VIII. ACRL Leadership Visit
- IX. Best Practices Discussion
 - a. Kim Boyd: Georgia Library Association's Carterette Series Webinars
- X. Old Business – Chapters Council Newsletter/Libguide
- XI. New Initiatives-Annual Work Plan (Weiner and Minkin)
- XII. Good of the Order
- XIII. Adjournment

ACRL CHAPTERS COUNCIL Work Session

Sunday June 25, 2017

10:30am-11:30am

Hilton Chicago-Conference Room 4D 720 S. Michigan
Ave, Chicago IL

- I. Welcome/Introductions (Weiner)
- II. Approval of Minutes (Boyd)
- III. Old Business
 - a. Chapter Newsletters –Libguide
- IV. New Business
 - a. Best Practices Topic Ideas
- V. Good of the Order
- VI. Adjournment
- VII.

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ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

Friday, June 23, 2017

ALA Executive Board Meeting – Session I

8:30 AM – 11:00 AM

HRM – Hyde Park/CC 11ab

Please turn off cell phones and other communication devices prior to the start of the meeting. If there are handouts for the Board, please bring them to the Board Secretariat at the Staff table prior to your presentation. In addition, please provide an electronic version of all documents.

❖ Procedural/Consent

8:30 AM

Call to Order (Julie Todaro, ALA President)

Housekeeping Remarks (Joanne Kempf, Director, Office of ALA Governance)

8:30 – 8:35 AM

Written Reports (Board members may ask to discuss any of these further)

- Agenda Approval
- President's Report – EBD #7.7
- President-Elect's Report – EBD #7.8
- Executive Director's Report – EBD #12.40
- Center for the Future of Libraries Update – EBD #12.41

8:35 – 8:40 AM

Approval of Spring Meeting Minutes and Vote Tally – EBD #2.4 and EBD #1.11

Confirmation of Conference Call Votes

- June 13, 2017 – EBD #1.13

8:40 – 8:45 AM

Executive Committee Report

President Julie Todaro will report on the Executive Committee meeting held on Thursday, June 22, 2017.

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

❖ *Discussion/Exploration*

- | | |
|-------------------------|--|
| 8:45 – 9:00 AM | <u>Response to the Report of the Task Force for the Context for Future Accreditation</u> – EBD #5.10
Director, Karen O’Brien will present the Committee’s response to the Task Force report. |
| 9:00 – 9:30 AM | <u>Sustainability Task Force</u> – EBD #5.11
Mary Ghikas, Sr. Associate Executive Director and Peter Hepburn will provide an update on the sustainability task force. |
| 9:30 – 10:00 AM | <u>Development Office Report</u> – EBD #6.4
Sheila O’Donnell, Director, Development Office and Marie Pospichal, Development Associate will provide an Association-wide overview of fundraising activities, as well as information on grant opportunities and grants in development. |
| 10:00 – 10:30 AM | <u>Washington Office Report</u> – EBD #12.36
Kathi Kromer, ALA Associate Executive Director, Washington Office, will provide a written report and lead a discussion regarding current legislative and budgetary issues. |
| 10:30 – 11:00 AM | <u>Chapter Relations Communications Task Force</u> – EBD #5.14
Susan Schmidt, Chair, Chapter Relations Committee and Michael Dowling, Director, Chapter Relations Office will give a final report on the Chapter Relations Committee’s Subcommittee on Communications. |
| 11:00 – 11:15 AM | <u>Board Liaison Visits and Talking Points</u>
The Board will discuss the talking points to be used when conducting their liaison visits during this conference. |
| 11:15 AM | <u>Adjournment</u> |

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

Monday, June 26, 2017

ALA Executive Board Meeting – Session II

1:00 PM – 4:00 PM

HRM – Hyde Park/CC 11ab

Please turn off cell phones and other communication devices prior to the start of the meeting. If there are handouts for the Board, please bring them to the Board Secretariat at the Staff table prior to your presentation. In addition, please provide an electronic version of all documents.

1:00 PM Call to Order (Julie Todaro, ALA President-Elect)

❖ ***Discussion/Exploration***

1:00 – 1:15 PM Endowment Trustees Report – EBD #13.4
Rodney Hersberger, Senior Trustee, will report on the most recent position of ALA's portfolio, its managers, and their performance. He will also discuss socially responsible investments.

❖ ***Decision/Action***

1:15 – 1:30 PM Budget Analysis and Review Committee (BARC) Report – EBD #3.5
Ann M. Martin, Chair of the Budget Analysis and Review Committee (BARC), will report on the committee's meetings during the conference and on the Planning and Budget Assembly (PBA).

1:30 – 2:00 PM Finance and Audit Committee (F&A) Report – EBD #4.21
Susan Hildreth, ALA Treasurer, will report on the following:

- YTD 2017 Financial Results – EBD #4.16
- FY18 Budget Presentation & Approval - EBD #14.6.1
- Controller's Report – EBD #4.18

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

- Overhead Cost Overview – EBD #4.17

❖ *Discussion/Exploration*

2:00 – 2:30 PM Information Technology & Telecommunication Services (ITTS) – EBD #12.38
Sherri Vanyek, Director, ITTS and Ron Block, Chair of the ALA Website Advisory, will give an update on building the next 5-year plan for ALA Technology & Project.

❖ *Decision/Action*

2:30 - 3:00 PM Libraries Transform Campaign - EBD #12.39
Jeff Julian, Director, Public Awareness Office and Jodie Borderding, Chair, Public Awareness Committee will present an update on the campaign and request an extension.

❖ *Discussion/Exploration*

3:00 – 3:20 PM Committee on Library Advocacy – EBD #12.37
Marci Merola, Director, Office for Library Advocacy; Gina Millsap, Chair, Committee on Library Advocacy; and Susan DiMattia, Incoming Chair, Committee on Library Advocacy will report on plans and activities related to the advocacy strategic direction and implementation plan.

3:20 – 3:50 PM Briefing on the Internet Archive/MacArthur Project – EBD #5.13
Representatives from the Internet Archive will give a presentation on their proposal to digitize four million books. This project is one of eight finalists for a \$100 million MacArthur grant. They will also discuss ALA's potential role in the project.

3:50 – 4:10 PM Report of the Task Force on Conference Accessibility – EBD #5.15

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

CATF Co-chairs Mike Marlin and Chris Corrigan will present the Final Report and recommendations of this Task Force.

4:10 – 4:15 PM

Board Effectiveness

(The Board will convene following the conclusion of this meeting in a meeting of the ALA-APA Board of Directors. See separate ALA-APA Board of Directors Meeting Agenda.)

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

Tuesday, June 27, 2017

ALA Executive Board Meeting – Session III

2:00 PM – 4:00 PM

HRM – Hyde Park/CC 11ab

Please turn off cell phones and other communication devices prior to the start of the meeting. If there are handouts for the Board, please bring them to the Board Secretariat at the Staff table prior to your presentation. In addition, please provide an electronic version of all documents.

❖ Procedural/Consent

2:00 PM Call to Order (Julie Todaro, ALA President)

❖ Executive Session

2:00 – 3:10 PM Endowment Trustee Selection – CBD #19

Legal Update – Paula Goedert

Executive Director Search Update

Dan Hoppe, Director, Human Resources; Courtney Young, ED Search Committee; and Jim Neal, ED Search Committee provide an update on the Executive Director search.

❖ Discussion/Exploration

3:10 – 3:40 PM Conference Update – EBD #10.7
Paul Graller, Director of Conference Services and Clara Bohrer, Chair of Conference Committee to provide update on Conference activities and conference re-design.

ALA EXECUTIVE BOARD

2017 Annual Conference Meeting Agenda

June 23-29, 2017

Chicago, IL

3:40 – 3:45 PM

Conflict of Interest Statements – EBD #1.12

This statement was approved by the ALA Executive Board in 2002 and adopted by the ALA Council the same year. Board members for the 2016-2017 year will be asked to carefully read the statement and sign it.

3:45 – 4:00 PM

Executive Board Liaison Reports

Executive Board members will report on their liaison activities during the conference.

4:00 – 4:05 PM

Board Effectiveness – Sari Feldman, Past President

4:05 – 4:30 PM

Recognition of Board Members (Terms Expiring) and Executive Director Retirement

- John DeSantis
- Peter Hepburn
- Gina Persichini
- Sari Feldman
- Keith Michael Fiels

4:30 PM

Adjournment

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Board Liaisons - Sorted by Board Liaison

ACRL AC17 FYI-6

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Kiyomi Diane Deards Tamara Rhodes	kdeards2@unl.edu TLrhodes@ucsd.edu	John	Culshaw	David	Connolly
ACRL/LLAMA Interdivisional Committee on Building Resources	Mary M. Carr	mmcspo@yahoo.com	John	Culshaw	Mary Jane	Petrowski
Diversity Alliance Task Force	Jon E. Cawthorne	jecawthorne@mail.wvu.edu	John P.	Culshaw	Howard	Prager
Screening and Appointment of Academic Librarians Using a Search Committee Task Force	Brian William Keith Bridget J. Burke	bwkeith@ufl.edu bjburke35@gmail.com	John	Culshaw	David	Free
Status of Academic Librarians Standards and Guidelines Review Task Force	Allyson Mower	allyson.mower@utah.edu	John	Culshaw	David	Free
University Libraries Section (ULS)	Rebecca Blakiston Alexandra P. Rivera	blakisto@email.arizona.edu alexriv@umich.edu	John	Culshaw	Megan	Griffin
Liaisons Assembly	Christopher Cox	chris.cox@uni.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Coordinating	Michael Courtney Michele Demeter	micourt@indiana.edu mdemeter@fsu.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Grants	Rachel C. Crowley	rachel.crowley@usiuoufalls.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Training and Development	Christopher Cox	chris.cox@uni.edu	Emily	Daly	Mary Ellen	Davis and Payne
Value of Academic Libraries	Alan Carbery	acarbery@champlain.edu	Emily	Daly	Kara	Malenfant
Membership	Rachel M. Minkin	minkinr@msu.edu	Jeanne	Davidson	Mary Jane	Petrowski
New Roles and Changing Landscapes Committee	Mark Emmons	emmons@unm.edu	Jeanne	Davidson	Howard	Prager
Section Membership Subcommittee	Michelle Leonard Kimberly Tully	mleonard@uflib.ufl.edu ktully@temple.edu	Jeanne	Davidson	Mary Jane	Petrowski
Women and Gender Studies Section (WGSS)	Laura Bonella Pamela M. Salela	laurab@ksu.edu psale2@uis.edu	Jeanne	Davidson	Megan	Griffin
Immersion Program	John A. Cosgrove Jennifer L. Corbin	jcosgrove@skidmore.edu librarywoman@gmail.com	Caroline	Fuchs	Margot	Conahan
Information Literacy Frameworks and Standards	Nancy E. Fawley	nfawley@uvm.edu	Caroline	Fuchs	Mary Jane	Petrowski
Instruction Section (IS)	Merinda Kaye Hensley Meghan Elizabeth Sitar	mhensle1@illinois.edu msitar@umich.edu	Caroline	Fuchs	Megan	Griffin
Research Planning and Review	Christopher Palazzolo Nancy E. Adams	cpalazz@emory.edu nadams@pennstatehealth.psu.edu	Caroline	Fuchs	Mary Jane	Petrowski
Student Learning and Information Literacy	Elizabeth Berman	elizabeth.berman@tufts.edu	Caroline	Fuchs	Mary Jane	Petrowski
Academic Library Trends and Statistics Survey -Past President	Ted Mulvey Georgie Lynn Donovan	mulveyt@uwosh.edu gldonovan@wm.edu	Irene M.H.	Herold	Mary Jane	Petrowski
C&RL News-Past President	Amanda Dinscore	adinscore@gmail.com	Irene M.H.	Herold	David	Free
C&RL-Past President	Wendi Arant Kaspar	warant@tamu.edu	Irene M.H.	Herold	Dawn	Mueller
CHOICE-Past President	Peggy Seiden	pseiden1@swarthmore.edu	Irene M.H.	Herold	Mark	Cummings
Excellence in Academic Libraries Awards -Past President	Ann Campion Riley	rileyac@missouri.edu	Irene M.H.	Herold	Chase	Ollis
Publications Coordinating-Past President	Erin L. Ellis Cassandra Kvenild	eellis@ku.edu ckvenild@uwyo.edu	Irene M.H.	Herold	David	Free
Publications in Librarianship-Past President	Daniel C. Mack	dmack@umd.edu	Irene M.H.	Herold	Erin	Nevius

Board Liaisons - Sorted by Board Liaison

ACRL AC17 FYI-6

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
RBM -Past President	Richard Saunders	rsaunders@suu.edu	Irene M.H.	Herold	Mary Ellen	Davis
Resources for College Libraries -Past President	Neal Baker	bakerne@earlham.edu	Irene M.H.	Herold	Mark	Cummings
Standards	Amanda Zhishan Xu Kim L. Eccles	amanda-xu@uiowa.edu eccles_kl@mercer.edu	Irene M.H.	Herold	David	Free
Anthropology and Sociology Section (ANSS)	Anne Marie Larrivee Katie Elson Anderson	Larrivee@binghamton.edu katie.anderson@rutgers.edu	Kelly	Jacobsma	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Jacquelyn A. Bryant Peter D. Hepburn	jabryant02@gmail.com peter.hepburn@canyons.edu	Kelly	Jacobsma	Megan	Griffin
Rare Books and Manuscripts Section (RBMS)	Athena N. Jackson Shannon K. Supple	athjax@gmail.com ssupple@smith.edu	Kelly	Jacobsma	Megan	Griffin
Standards for Libraries in Higher Education Task Force	Andrea M. Falcone Felice E. Maciejewski	andrea.falcone@ucdenver.edu fmaciejewski@dom.edu	Kelly	Jacobsma	Kara	Malenfant
Government Relations	Barbara S. Petersohn Kevin William Baggett	barbara.petersohn@ung.edu kbaggett@cord.edu	LeRoy	LaFleur	Kara	Malenfant
Professional Values	Adriene I. Lim Tomoko Bialock	alim@uoregon.edu tbialock@library.ucla.edu	LeRoy	LaFleur	David	Free
Arts Section	Jennifer Anne Cox Yvette Cortes	lafrancememanque@yahoo.com ycortes@skidmore.edu	Kim	Leeder Reed	Megan	Griffin
Community College Engagement Task Force	Julia C. Mielish Elizabeth Bowman	julia.mielish@gmail.com bowmane@sbcc.edu	Kim	Leeder Reed	Mary Jane	Petrowski
Diversity	Tarida Anantachai Federico Martinez-Garcia, Jr	tanantac@syr.edu casperawc@gmail.com	Kim	Leeder Reed	Ann-Christie	Galloway
Education and Behavioral Sciences Section (EBSS)	Joyce Garczynski jmorning@msu.edu	jpgarczynski@towson.edu jmorning@msu.edu	Kim	Leeder Reed	Megan	Griffin
European Studies Section (ESS) - Est. 9/1/2017	TBD		Kim	Leeder Reed	Megan	Griffin
Slavic and East European Section (SEES) - Dissolves 8/31/17	Lana Soglasnova VC n/a	svetlana.soglasnova@utoronto.ca	Kim	Leeder Reed	Megan	Griffin
Budget & Finance - B&F Chair	John A. Lehner	jlehner@uh.edu	John	Lehner	Allison	Payne
Digital Scholarship Section (DSS)	Brianna Marshall	briannahmarshall@gmail.com	Beth	McNeil	Megan	Griffin
Distance Learning Section (DLS)	Cheryl L. Blevens Kristin Miller Woodward	cheryl.blevens@indstate.edu kristinw@uwm.edu	Beth	McNeil	Megan	Griffin
Research and Scholarly Environment	Patricia M. Hswe Yasmeen Shorish	ph@mellon.org shorisyl@jmu.edu	Beth	McNeil	Kara	Malenfant
Science and Technology Section (STS)	Kara M. Whatley John J. Meier	kw43@nyu.edu meier@psu.edu	Beth	McNeil	Megan	Griffin
Western European Studies Section (WESS) - Dissolves 8/31/17	Kristen Grace Totleben VC TBD	ktotleben@gmail.com	Beth	McNeil	Megan	Griffin
Academic/Research Librarian of the Year Award-President	Jennifer Leigh Fabbi Elizabeth L. Bagley	jfabbi@csusm.edu ebagley@agnesscott.edu	Cheryl	Middleton	Chase	Ollis
Chapters Council (President)	Rachel M. Minkin	minkinr@msu.edu	Cheryl	Middleton	Chase	Ollis
New Publications Advisory-Past President	Rebecca Kate Miller	rebeccakate.miller@gmail.com	Cheryl	Middleton	Erin	Nevius
President's Program 2018 - President Elect	Jeanne Davidson	jeanne.davidson@sdsu.edu	Cheryl	Middleton	Megan	Griffin

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
College Libraries Section (CLS)	Michelle L. Twait Dena Holiman Hutt	mtwait@gustavus.edu dena.hutto@reed.edu	Lori	Ostapowicz-Critz	Megan	Griffin
Guidelines for Media Resources for Academic Libraries in Higher Education Task Force	Gisele Genevieve Tanasse	nerdpower@gmail.com	Lori	Ostapowicz-Critz	TBD	
Literatures in English Section (LES)	Harriett E. Green Christine Ruotolo	green19@illinois.edu cjr2q@virginia.edu	Lori	Ostapowicz-Critz	Megan	Griffin
Politics, Policy and International Relations Section (PPIR)	Chair TBD Brett Cloyd	TBD brett-cloyd@uiowa.edu	Lori	Ostapowicz-Critz	Megan	Griffin
Appointments - President Elect	TBD	TBD	Lauren	Pressley	Allison	Payne
Leadership Recruitment and Nomination Committee - Vice-President	Jennifer E. Nutefall	jnutefall@scu.edu	Lauren	Pressley	Megan	Griffin
President's Program 2019 - President Elect	TBD	TBD	Lauren	Pressley	Megan	Griffin
Professional Development - President Elect	Heidi Steiner Burkhardt Eric A. Kidwell	heidisb@umich.edu ekidwell@hawks.huntingdon.edu	Lauren	Pressley	Margot	Conahan
ACRL/ALA/ARL IPEDS Task Force	Robert E. Dugan Jennifer F. Paustenbaugh	robert.dugan@gmail.com jennifer_paustenbaugh@byu.edu			Mary Jane	Petrowski

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Board Liaisons - Sorted by Unit

ACRL AC17 FYI-7

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Kiyomi Diane Deards Tamara Rhodes	kdeards2@unl.edu Tlrhodes@ucsd.edu	John	Culshaw	David	Connolly
Academic Library Trends and Statistics Survey -Past President	Ted Mulvey Georgie Lynn Donovan	mulveyt@uwosh.edu gldonovan@wm.edu	Irene M.H.	Herold	Mary Jane	Petrowski
Academic/Research Librarian of the Year Award-President	Jennifer Leigh Fabbi Elizabeth L. Bagley	jfabbi@csusm.edu ebagley@agnesscott.edu	Cheryl	Middleton	Chase	Ollis
ACRL/ALA/ARL IPEDS Task Force	Robert E. Dugan Jennifer F. Paustenbaugh	robert.dugan@gmail.com jennifer_paustenbaugh@byu.edu			Mary Jane	Petrowski
ACRL/LLAMA Interdivisional Committee on Building Resources	Mary M. Carr	mmcsपो@yahoo.com	John	Culshaw	Mary Jane	Petrowski
Anthropology and Sociology Section (ANSS)	Anne Marie Larrivee Katie Elson Anderson	Larrivee@binghamton.edu katie.anderson@rutgers.edu	Kelly	Jacobsma	Megan	Griffin
Appointments - President Elect	TBD	TBD	Lauren	Pressley	Allison	Payne
Arts Section	Jennifer Anne Cox Yvette Cortes	lafrancememanque@yahoo.com ycortes@skidmore.edu	Kim	Leeder Reed	Megan	Griffin
Budget & Finance - B&F Chair	John A. Lehner	jlehner@uh.edu	John	Lehner	Allison	Payne
C&RL News-Past President	Amanda Dinscore	adinscore@gmail.com	Irene M.H.	Herold	David	Free
C&RL-Past President	Wendi Arant Kaspar	warrant@tamu.edu	Irene M.H.	Herold	Dawn	Mueller
Chapters Council (President)	Rachel M. Minkin	minkinr@msu.edu	Cheryl	Middleton	Chase	Ollis
CHOICE-Past President	Peggy Seiden	pseiden1@swarthmore.edu	Irene M.H.	Herold	Mark	Cummings
College Libraries Section (CLS)	Michelle L. Twait Dena Holiman Hutt	mtwait@gustavus.edu dena.hutto@reed.edu	Lori	Ostapowicz-Critz	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Jacquelyn A. Bryant Peter D. Hepburn	jabryant02@gmail.com peter.hepburn@canyons.edu	Kelly	Jacobsma	Megan	Griffin
Community College Engagement Task Force	Julia C. Mielish Elizabeth Bowman	julia.mielish@gmail.com bowmane@sbcc.edu	Kim	Leeder Reed	Mary Jane	Petrowski
Digital Scholarship Section (DSS)	Brianna Marshall	briannahmarshall@gmail.com	Beth	McNeil	Megan	Griffin
Distance Learning Section (DLS)	Cheryl L. Blevens Kristin Miller Woodward	cheryl.blevens@indstate.edu kristinw@uwm.edu	Beth	McNeil	Megan	Griffin
Diversity	Tarida Anantachai Federico Martinez-Garcia, Jr	tanantac@syr.edu casperawc@gmail.com	Kim	Leeder Reed	Ann-Christie	Galloway
Diversity Alliance Task Force	Jon E. Cawthorne	jecawthorne@mail.wvu.edu	John P.	Culshaw	Howard	Prager
Education and Behavioral Sciences Section (EBSS)	Joyce Garczynski jmorning@msu.edu	jgarczynski@towson.edu jmorning@msu.edu	Kim	Leeder Reed	Megan	Griffin
European Studies Section (ESS) - Est. 9/1/2017	TBD		Kim	Leeder Reed	Megan	Griffin
Excellence in Academic Libraries Awards -Past President	Ann Campion Riley	rileyac@missouri.edu	Irene M.H.	Herold	Chase	Ollis
Government Relations	Barbara S. Petersohn	barbara.petersohn@ung.edu	LeRoy	LaFleur	Kara	Malenfant
Guidelines for Media Resources for Academic Libraries in Higher Education	Gisele Genevieve Tanasse	nerdpower@gmail.com	Lori	Ostapowicz-Critz	TBD	
Immersion Program	John A. Cosgrove Jennifer L. Corbin	jcosgrove@skidmore.edu librarywoman@gmail.com	Caroline	Fuchs	Margot	Conahan
Information Literacy Frameworks and Standards	Nancy E. Fawley	nfawley@uvm.edu	Caroline	Fuchs	Mary Jane	Petrowski

Board Liaisons - Sorted by Unit

ACRL AC17 FYI-7

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Instruction Section (IS)	Merinda Kaye Hensley	mhsensle1@illinois.edu	Caroline	Fuchs	Megan	Griffin
Leadership Recruitment and Nomination Committee - Vice-	Jennifer E. Nutefall	jnutefall@scu.edu	Lauren	Pressley	Megan	Griffin
Liaisons Assembly						
	Christopher Cox	chris.cox@uni.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Coordinating	Michael Courtney Michele Demeter	micourtn@indiana.edu mdemeter@fsu.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Grants	Rachel C. Crowley Farzaneh Razzaghi	rachel.crowley@usiuouxfalls.edu Frazzaghi@wcu.edu	Emily	Daly	Mary Ellen	Davis and Payne
Liaisons Training and Development						
	Christopher Cox	chris.cox@uni.edu	Emily	Daly	Mary Ellen	Davis and Payne
Literatures in English Section (LES)	Harriett E. Green Christine Ruotolo	green19@illinois.edu cjr2q@virginia.edu	Lori	Ostapowicz-Critz	Megan	Griffin
Membership	Rachel M. Minkin Jodie L. Borgerding	minkinr@msu.edu borgerding@amigos.org	Jeanne	Davidson	Mary Jane	Petrowski
New Publications Advisory-Past President						
	Rebecca Kate Miller	rebeccakate.miller@gmail.com	Cheryl	Middleton	Erin	Nevius
New Roles and Changing Landscapes Committee						
	Mark Emmons Anne M. Grant	emmons@unm.edu anne1@clemson.edu	Jeanne	Davidson	Howard	Prager
Politics, Policy and International Relations Section (PPIR)	Chair TBD Brett Cloyd	TBD brett-cloyd@uiowa.edu	Lori	Ostapowicz-Critz	Megan	Griffin
President's Program 2018 - President Elect						
	Jeanne Davidson	jeanne.davidson@sdsstate.edu	Cheryl	Middleton	Megan	Griffin
President's Program 2019 - President Elect						
	TBD	TBD	Lauren	Pressley	Megan	Griffin
Professional Development - President Elect	Heidi Steiner Burkhardt	heidisb@umich.edu	Lauren	Pressley	Margot	Conahan
Professional Values						
	Adriene I. Lim Tomoko Bialock	alim@uoregon.edu tbialock@library.ucla.edu	LeRoy	LaFleur	David	Free
Publications Coordinating-Past President	Erin L. Ellis	eellis@ku.edu	Irene M.H.	Herold	David	Free
Publications in Librarianship-Past President	Daniel C. Mack	dmack@umd.edu	Irene M.H.	Herold	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Athena N. Jackson Shannon K. Supple	athjax@gmail.com ssupple@smith.edu	Kelly	Jacobsma	Megan	Griffin
RBM -Past President						
	Richard Saunders	rsaunders@suu.edu	Irene M.H.	Herold	Mary Ellen	Davis
Research and Scholarly Environment	Patricia M. Hswe Yasmeen Shorish	ph@mellon.org shorisyl@jmu.edu	Beth	McNeil	Kara	Malenfant
Research Planning and Review	Christopher Palazzolo Nancy E. Adams	cpalazz@emory.edu nadams@pennstatehealth.psu.edu	Caroline	Fuchs	Mary Jane	Petrowski
Resources for College Libraries -Past President						
	Neal Baker	bakerne@earlham.edu	Irene M.H.	Herold	Mark	Cummings
Science and Technology Section (STS)	Kara M. Whatley	kw43@nyu.edu	Beth	McNeil	Megan	Griffin
Screening and Appointment of Academic Librarians Using a Search	Brian William Keith	bwkeith@ufl.edu	John	Culshaw	David	Free
Section Membership Subcommittee	Michelle Leonard	mleonard@uflib.ufl.edu	Jeanne	Davidson	Mary Jane	Petrowski
Slavic and East European Section (SEES) - Dissolves 8/31/17	Lana Soglasnova VC n/a	svetlana.soglasnova@utoronto.ca	Kim	Leeder Reed	Megan	Griffin

Board Liaisons - Sorted by Unit

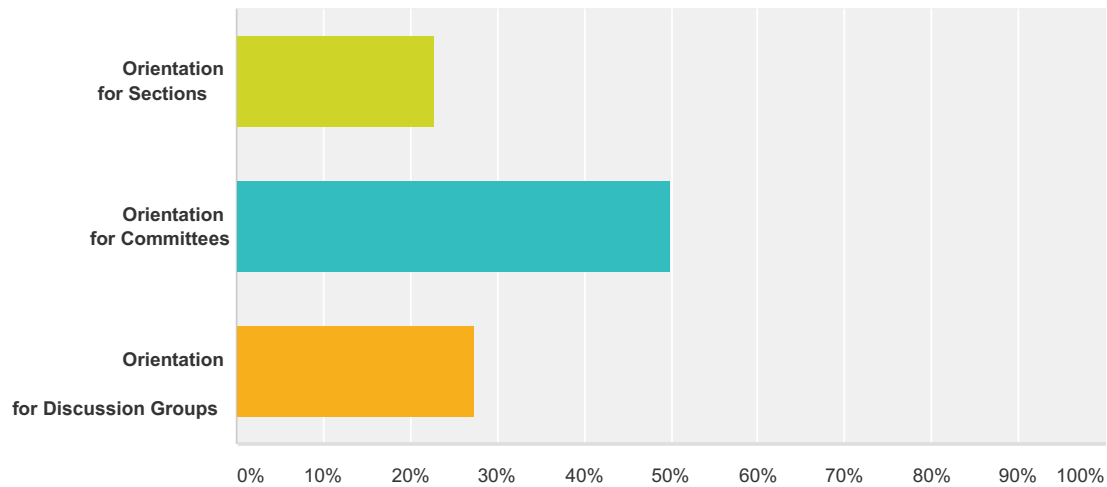
ACRL AC17 FYI-7

Committee	2017-18 Chair & Vice-Chair	Chairs' Email	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Standards	Amanda Zhishan Xu Kim L. Eccles	amanda-xu@uiowa.edu eccles_kl@mercer.edu	Irene M.H.	Herold	David	Free
Standards for Libraries in Higher Education Task Force	Andrea M. Falcone Felice E. Maciejewski	andrea.falcone@ucdenver.edu fmaciejewski@dom.edu	Kelly	Jacobsma	Kara	Malenfant
Status of Academic Librarians Standards and Guidelines Review Task Force	Allyson Mower	allyson.mower@utah.edu	John	Culshaw	David	Free
Student Learning and Information Literacy	Elizabeth Berman	elizabeth.berman@tufts.edu	Caroline	Fuchs	Mary Jane	Petrowski
University Libraries Section (ULS)	Rebecca Blakiston Alexandra P. Rivera	blakisto@email.arizona.edu alexriv@umich.edu	John	Culshaw	Megan	Griffin
Value of Academic Libraries	Alan Carbery	acarbery@champlain.edu	Emily	Daly	Kara	Malenfant
Western European Studies Section (WESS) - Dissolves 8/31/17	Kristen Grace Totleben VC TBD	ktotleben@gmail.com	Beth	McNeil	Megan	Griffin
Women and Gender Studies Section (WGSS)	Laura Bonella Pamela M. Salela	laurab@ksu.edu psale2@uis.edu	Jeanne	Davidson	Megan	Griffin

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Q1 Which Leader Orientation session did you attend?

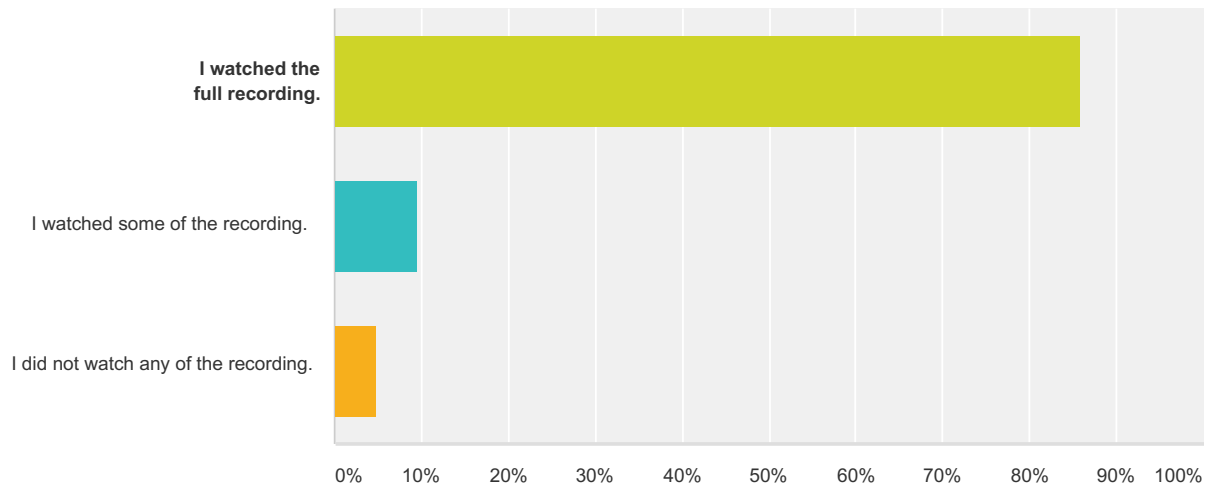
Answered: 22 Skipped: 0



Answer Choices	Responses	
Orientation for Sections (Tuesday, May 23)	22.73%	5
Orientation for Committees (Wednesday, May 24)	50.00%	11
Orientation for Discussion & Interest Groups (Thursday, May 25)	27.27%	6
Total		22

Q2 Please check the following that best describes your viewing experience.

Answered: 21 Skipped: 1



Answer Choices	Responses	
I watched the full recording.	85.71%	18
I watched some of the recording.	9.52%	2
I did not watch any of the recording.	4.76%	1
Total		21

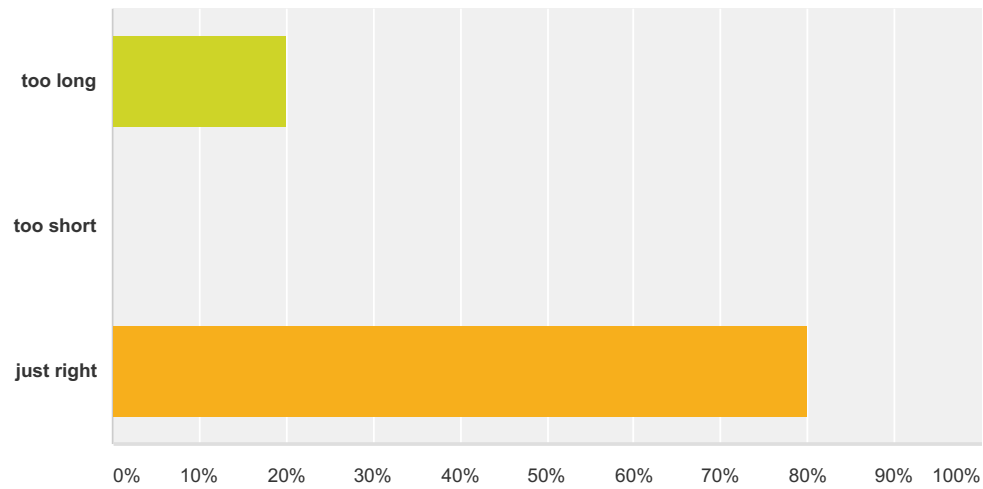
**Q3 In regards to the pre-recorded content,
please rate the following on a scale of 1-5.**

Answered: 21 Skipped: 1

	1 - Strongly Agree	2 - Agree	3 - Neutral	4 - Disagree	5 - Strongly Disagree	Total
The main objectives were clear.	57.14% 12	33.33% 7	9.52% 2	0.00% 0	0.00% 0	21
The main objectives were accomplished.	47.62% 10	47.62% 10	4.76% 1	0.00% 0	0.00% 0	21
The presentation was well organized.	52.38% 11	42.86% 9	4.76% 1	0.00% 0	0.00% 0	21
The content was useful in my understanding of my role in ACRL.	47.62% 10	42.86% 9	4.76% 1	4.76% 1	0.00% 0	21
I have a greater understanding of how my unit can advance ACRL's core purpose and strategic goals.	33.33% 7	47.62% 10	14.29% 3	4.76% 1	0.00% 0	21
I have a better understanding of ACRL policy and procedure.	47.62% 10	38.10% 8	9.52% 2	4.76% 1	0.00% 0	21
I know how to make a request of the Board.	47.62% 10	47.62% 10	4.76% 1	0.00% 0	0.00% 0	21
I know where to find information I need.	42.86% 9	42.86% 9	14.29% 3	0.00% 0	0.00% 0	21
I have a good sense of key dates and deadlines.	47.62% 10	38.10% 8	14.29% 3	0.00% 0	0.00% 0	21
The overview on ACRL resources was clear and helpful.	50.00% 10	40.00% 8	10.00% 2	0.00% 0	0.00% 0	20
I had enough time to review the pre-recorded content before the live FAQ.	61.90% 13	33.33% 7	4.76% 1	0.00% 0	0.00% 0	21

Q4 The recording length was...

Answered: 20 Skipped: 2



Answer Choices	Responses	
too long	20.00%	4
too short	0.00%	0
just right	80.00%	16
Total		20

Q5 Please provide comments on the recording.

Answered: 11 Skipped: 11

#	Responses	Date
1	I would much rather have had this information provided in a live session or as a synchronous (even if recorded) session with everyone attending. It was time consuming to do the recording in advance and then also schedule a separate time later to discuss. I think questions would be more spontaneous and conducive to discussion if the session were simulcast with everyone attending.	5/31/2017 4:14 PM
2	I already knew a lot of the information provided in the recording. I didn't like the rehearsed feel, and reading off of notes. It seemed like you could just find what you needed when you needed it on the website, so I'm not sure the whole orientation is necessary. An email with a list of links and contact info would suffice.	5/31/2017 2:35 PM
3	NA	5/25/2017 2:45 PM
4	Something to add in the future- notify leaders that communication is shared in the CoPA space. The outgoing convener did not know this, and we missed conference proposals because of this.	5/25/2017 2:43 PM
5	I just didn't catch the last few minutes of the recording, but I did have plenty of time. I just distracted myself. The recording is very useful to have, so that I can go back to watch it as often as I need. The PDF with the links was very helpful, too!	5/25/2017 2:42 PM
6	It was informative, but could you investigate to make the slides and audio a little more peppy?	5/25/2017 2:42 PM
7	It is done beautifully! Very informative! Thanks!	5/24/2017 2:52 PM
8	Well thought out and organized. Especially appreciate the slides on ACRL organization... I'd never seen that before.	5/24/2017 2:51 PM
9	45 minutes is good, not more than that. Shorter would be ok too. :)	5/24/2017 2:51 PM
10	excellent presentation.	5/24/2017 2:50 PM
11	I like the idea of having most of the information ahead of time and a live Q&A	5/23/2017 2:48 PM

Q6 In regards to the live FAQ, please rate the following on a scale of 1-5.

Answered: 20 Skipped: 2

	1 - Strongly Agree	2 - Agree	3 - Neutral	4 - Disagree	5 - Strongly Disagree	Total
The live FAQ was valuable, and helped supplement the pre-recorded content.	45.00% 9	35.00% 7	15.00% 3	5.00% 1	0.00% 0	20
The format of the live FAQ worked well.	45.00% 9	40.00% 8	15.00% 3	0.00% 0	0.00% 0	20
During the live FAQ, I would like a full recap of the pre-recorded content.	10.00% 2	25.00% 5	15.00% 3	45.00% 9	5.00% 1	20
The live FAQ allowed enough time for my questions to be answered.	45.00% 9	35.00% 7	20.00% 4	0.00% 0	0.00% 0	20
Please continue the live FAQ as a supplement to the pre-recorded content.	45.00% 9	40.00% 8	10.00% 2	5.00% 1	0.00% 0	20

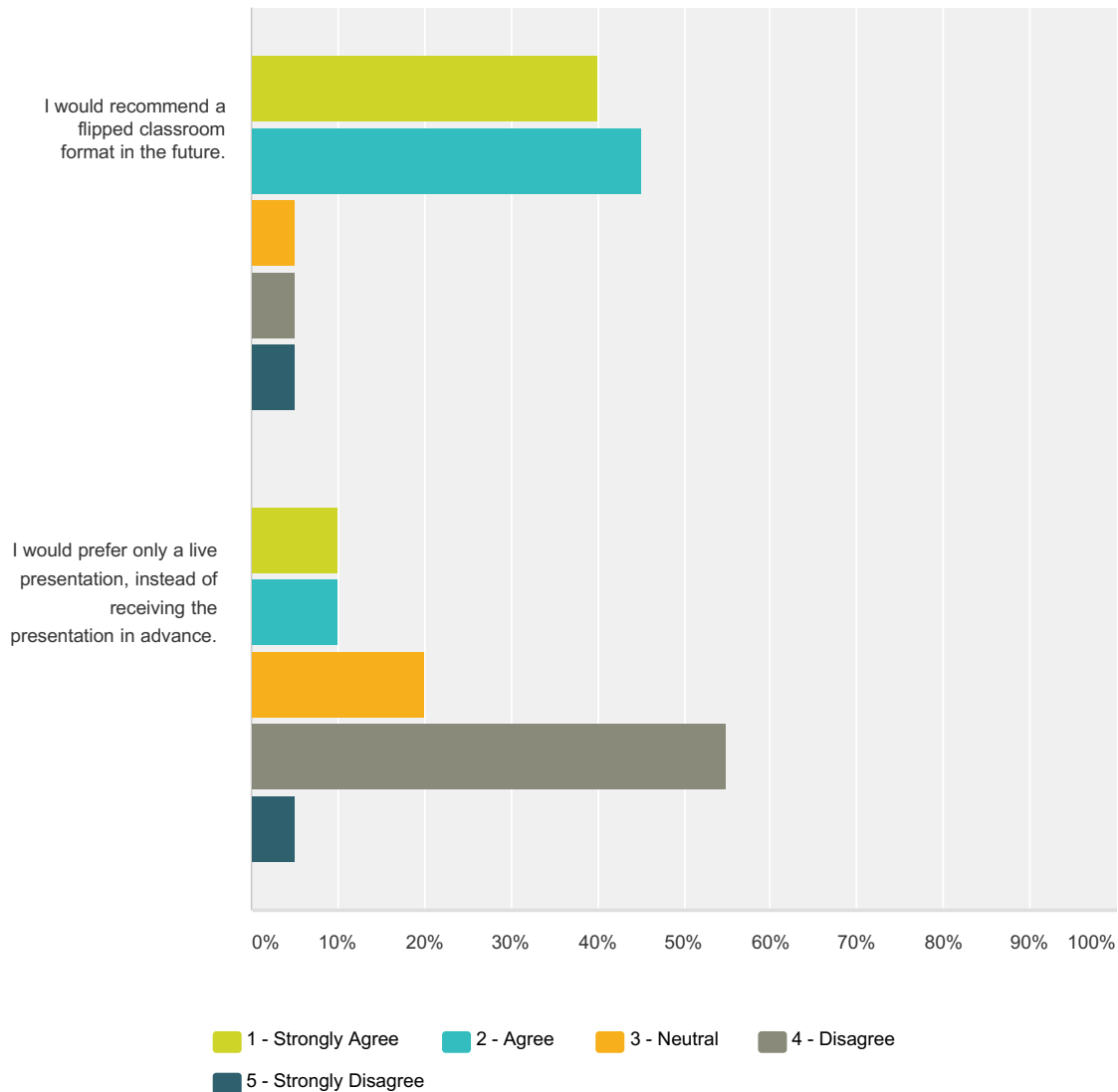
Q7 Please provide comments on the live FAQ.

Answered: 7 Skipped: 15

#	Responses	Date
1	See my comments in #5. Same issue.	5/31/2017 4:15 PM
2	Perhaps shorten the scheduled time so that presenters don't feel the need to repeat things in the recording	5/25/2017 2:47 PM
3	Very good!	5/24/2017 2:53 PM
4	Thank you for skipping ahead, Mary Ellen, when you realized a lot of us understood certain aspects already. I appreciated the flexible use of the time.	5/24/2017 2:53 PM
5	In addition to the deep knowledge base of the speakers, I felt very welcomed and will have no qualms about asking for assistance (all seemed very approachable).	5/24/2017 2:52 PM
6	the prerecorded video presentation was very helpful. please continue.	5/24/2017 2:51 PM
7	It would be nice to submit questions ahead of time for the FAQ	5/23/2017 2:51 PM

Q8 In regards to the flipped classroom format, please rate the following on a scale of 1-5.

Answered: 20 Skipped: 2



	1 - Strongly Agree	2 - Agree	3 - Neutral	4 - Disagree	5 - Strongly Disagree	Total
I would recommend a flipped classroom format in the future.	40.00% 8	45.00% 9	5.00% 1	5.00% 1	5.00% 1	20
I would prefer only a live presentation, instead of receiving the presentation in advance.	10.00% 2	10.00% 2	20.00% 4	55.00% 11	5.00% 1	20

Q9 Please add comments on the flipped classroom format.

Answered: 7 Skipped: 15

#	Responses	Date
1	Yes. Number 8 addresses my perspective. I did not find the pre-recorded session conducive to my learning style or work schedule.	5/31/2017 4:16 PM
2	Live FAQ was more helpful, but still didn't provide any info I didn't already know.	5/31/2017 2:36 PM
3	It was helpful to have the recording in advance to provide a baseline of information for the live session, but the flipped format requires a nearly 2 hour commitment from participants. I would appreciate shorter versions of each.	5/25/2017 2:51 PM
4	I liked being able to pause the presentation and watch in chunks.	5/25/2017 2:43 PM
5	I like the recorded session and live FAQ. It reminds what to do next with my unit, particularly the meeting minutes, reports, and work plan. Thanks a lot!	5/24/2017 2:55 PM
6	I don't mind flipped classroom. Not my favorite but it works.	5/24/2017 2:53 PM
7	Works well, saves time.	5/23/2017 2:59 PM

Q10 Please list one thing that you found most valuable about the Virtual Leader Orientation.

Answered: 12 Skipped: 10

#	Responses	Date
1	The structure of the information provided.	5/31/2017 4:17 PM
2	Discussion of work plans	5/31/2017 4:04 PM
3	Names and faces of people I email with often.	5/31/2017 2:37 PM
4	Dates and policy	5/25/2017 4:34 PM
5	Overview of procedures, dates, and how to schedule meetings/programs at ALA	5/25/2017 2:52 PM
6	Communication regarding how ACRL supports virtual communications (meetings, programs)	5/25/2017 2:44 PM
7	Overview of ACRL and the resources available to its members	5/25/2017 2:43 PM
8	Due dates and resources from ACRL	5/24/2017 2:57 PM
9	Explanation of various resources... the links document was great.	5/24/2017 2:55 PM
10	time table and how the meeting process works as a leader of the committee	5/24/2017 2:52 PM
11	All the information about meetings (leading them, developing agenda, note-taking) and about the work plan.	5/24/2017 2:52 PM
12	Information on interacting with the ACRL Board on authority and content.	5/23/2017 3:01 PM

Q11 Please list anything you would change about the Leader Orientation Meeting.

Answered: 10 Skipped: 12

#	Responses	Date
1	Please see previous comments	5/31/2017 4:17 PM
2	Nothing	5/31/2017 4:04 PM
3	Shorter or no prerecorded session.	5/31/2017 2:37 PM
4	Rather than a flipped format, I think a handout sent prior to the Q&A would suffice.	5/26/2017 10:12 AM
5	Maybe more on how to do a work plan.	5/25/2017 4:34 PM
6	More information about funding support, writing proposals for annual programs	5/25/2017 2:44 PM
7	Maybe offer more sessions broken out by 'how to use Connect' or other practical info. Would not need the same variety or level of speakers for these types of programs.	5/24/2017 2:55 PM
8	can't think of anything now	5/24/2017 2:52 PM
9	I wish there were a way to make it interactive. Also, perhaps all the important links to ACRL resources could appear on a single slide at the end?	5/24/2017 2:52 PM
10	More structure in the FAQ	5/23/2017 3:01 PM

**Q12 Please provide any additional feedback
you feel was not captured previously.**

Answered: 4 Skipped: 18

#	Responses	Date
1	All good stuff!	5/31/2017 4:04 PM
2	Well done!	5/24/2017 2:57 PM
3	Great job!	5/24/2017 2:55 PM
4	I think we could do most of ACRL leadership meetings online, even Leadership Council	5/23/2017 3:01 PM



Board of Directors Annual Conference Agenda

Chicago, IL

Monday, June 26, 2017

4:30 pm – 5:00 pm

HRM-Hyde Park/CC 11AB

Procedural/Consent

Call to Order (Julie Todaro, ALA-APA President)

Consent Agenda (Julie Todaro)

- Agenda Approval– APABD #9.4
- Approval of 2017 Spring Meeting Minutes – APABD #2.3

Discussion/Exploration

Progress Report

Lorelle Swader will report on the progress of programs in ALA-APA.

- Director's Report – APABD # 12.4

Treasurer's Report

Susan Hildreth, ALA-APA Treasurer, will report on the year to date FY2017 financials and the proposed FY2018 budget.

- FY 2017 Update – APABD #3.6
- FY 2018 Budget – APABD #3.7

New Business

Adjournment

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Training & Executive Coaching on:

- *Making Meetings Work Better*
- *Demystifying the Rules of Order*
- *Building Better Decision Making Teams*

Published Books:

- *"101 Boardroom Problems & How to Solve Them"*
- *"Complete Handbook of Business Meetings"*
- *"Mina's Guide to Minute Taking"*

Eli Mina, M.Sc., P.R.P.

Meeting Mentor, Registered Parliamentarian

Web Site: <http://www.elimina.com>

***An Introduction to Rules of Order
For Council Members of the
American Library Association***

Based on:

Robert's Rules of Order Newly Revised (RONR, 2011 edition)

PARLIAMENTARY PROCEDURE (RULES OF ORDER)

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings. The information provided here is consistent with the current (11th) edition of Robert's Rules of Order Newly Revised (RONR).

Hierarchy of governing documents (RONR Section 2):

1. Laws of the Land (applicable statutes)
2. Constitution and Bylaws
3. Rule book (e.g.: RONR) and Special Rules of Order

Purposes of the rules:

- To create the necessary structure and appropriate level of formality for a meeting
- To facilitate progress
- To include individual members in discussion and shared decision-making on a "level playing field".
- To protect the rights of the majority, minority, individuals, absentees, and the organization

Voting outcomes:

- Most decisions require a majority vote (more than 50% of the votes cast) to adopt .
- Under RONR (page 400) abstentions do not count.
- A tie vote means that a motion is defeated (no majority was obtained).

UNANIMOUS (GENERAL) CONSENT (RONR page 54)

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions. For example:

- *"The minutes have been circulated. Are there any corrections to the minutes? (PAUSE)? If not, the minutes are approved as circulated".*
- *"Is there any objection to changing the agenda to consider item 7 now? (Pause)? There being no objection, we will proceed now with item 7, and then return to item 3". **OR:** "There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc."*
- *"Is there any objection to amending the motion by adding the words 'including all taxes'? (Pause). There is no objection and the motion has been amended to read: _____".*

NOTE: Unanimous Consent is not appropriate when voting on main motions, since they do not qualify as "routine and non-controversial decisions". Members must be given the full opportunity to express their sentiment by a formal show of hands.

HANDLING MAIN MOTIONS (RONR sections 4 and 10)

A main motion is a proposal to take action or express a view. The steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	<i>"I move that ____" or "I move that that the following resolution be adopted: Resolved, That ____".</i>	1. Make sure the motion is concise, complete and unambiguous. 2. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	<i>"I second the motion" or "Second"</i>	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	<i>"It is moved and seconded that we _____. Is there any discussion?"</i>	1. The Chair may rule a motion out of order (giving the reasons) or establish clarity before stating the motion. Until the chair admits a motion, it is not open for debate. 2. Ownership becomes <u>collective</u> (from now on withdrawing or amending the motion requires the group's permission).
4. Debate and amendment		
5. The Chair puts the motion to a vote.	<i>"There being no further debate, we will proceed to the vote. The motion is that _____. Those in favor of the motion raise one hand. Thank you. Those opposed raise one hand. Thank you."</i>	1. Ensure clarity by repeating the motion before taking the vote. 2. There is no need to call for abstentions, since they are not counted (unless the statute or the Bylaws provide otherwise). 3. If the result is clear, it is not necessary to count the votes.
6. The Chair announces the outcome.	<i>"The motion is adopted" or "The motion is defeated"</i>	

FREQUENTLY USED SECONDARY MOTIONS

The motion	The use	Pertinent points
Point of Order (RONR Sec. 23)	Point to a violation of a rule, policy, or bylaw.	The chair makes a ruling: The point is well taken or not well taken. Or the chair can ask the members to decide.
Appeal (Sec. 24)	Two members who disagree with the chair's ruling can appeal it.	The chair explains the ruling, allows debate, and takes a vote: " <i>Shall the chair's ruling be sustained?</i> " A majority in the negative reverses a chair's ruling.
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This motion effectively "kills" the pending motion for the session (but the main motion can be renewed at a subsequent meeting). Requires a majority vote to adopt.
Amend (S.12)	A motion to change the wording of another motion before voting on it.	Non-contentious amendments can be adopted by unanimous consent. Otherwise a majority vote is required.
Commit/Refer (Section 13)	A motion to send the pending motion to a committee or staff	Should include instructions to the committee, e.g.: questions to be addressed and when the committee will report. Majority vote required.
Postpone to a certain time (S. 14)	A motion to postpone the pending motion to a certain time.	Should specify the time to which the motion is to be postponed. Requires a majority vote to adopt.
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: " <i>I move to extend debate by 5 minutes</i> ". Or: " <i>I move to end debate at 10:30</i> ". This motion is not debatable.	Can be agreed upon by unanimous consent. If not, a 2/3 vote is required.
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: " <i>I move we close debate</i> ".	When the motion is made, the Chair can check if there is general consent to closing debate. If not, she or he takes a vote on whether debate will be closed (2/3 vote).
Table (Section 17)	A motion to set aside a pending main motion to accommodate something else of immediate urgency.	Strictly speaking, in many groups the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer or withdraw. A majority vote is required to adopt.
Suspend the rules (Section 25)	A motion to allow the assembly to waive a rule of order for a specific purpose. This motion cannot be used to suspend rules protecting fundamental rights (e.g.: minority and absentee rights).	This motion can be very helpful when the rules of order are proving too restrictive and wasteful and a more flexible approach is needed. For example: " <i>I move to suspend the rules and allow more than one primary amendment at a time</i> ". (2/3 vote required)
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. After debate begins, only the assembly can withdraw it.	Can be agreed upon on by unanimous consent. If there are objections, a majority vote is required to adopt.
Consider informally (Section 52)	A motion to allow informal consideration of a topic without a motion on the floor.	This motion helps when the premature introduction of a motion would be constraining and counter-productive. A majority vote is required to adopt.

COMPARISON BETWEEN RONR AND STURGIS

In May 2015, ALA membership voted to change ALA's Parliamentary Authority from Sturgis Standard Code of Parliamentary Procedure to Robert's Rules of Order Newly Revised (RONR). This section captures some of the relevant impacts of the change.

Overall, the actual application of Parliamentary Procedure in Council meetings under RONR will be quite similar to Sturgis. The treatment of resolutions, motions to amend, refer, postpone, as well as points of order and appeals will be virtually identical.

Below are examples of procedures (that were actually used by Council between 2002 and 2015) where there are differences between RONR and Sturgis.

The motion	Under RONR	Under Sturgis
Division of a Resolution (RONR Section 27)	Dividing a resolution, so as to deal separately with different parts, requires a majority vote.	Dividing a resolution is done upon the demand of one Member.
Closing debate (or "The Previous Question," RONR Section 16)	<p>RONR's terminology is: "<i>I move the previous question</i>," but it tolerates deviations from this phrase (see quote below this table).</p> <p>RONR does not prohibit a member from speaking in debate and ending by moving to close debate.</p>	<p>Sturgis uses plain language: "<i>I move to close debate</i>."</p> <p>Sturgis does not permit a member to speak in debate and end his or comments by moving to close debate.</p>
Tabling (RONR Section 17) versus Postponing Indefinitely (Section 11) and Objecting to Consideration (Section 26)	<p>The motion to "table" cannot be used to "kill" a pending motion.</p> <p>Two acceptable alternatives:</p> <ol style="list-style-type: none"> 1. Move that the resolution be <u>postponed indefinitely</u> (debatable and requires a majority vote). 2. <u>Object to consideration</u> of the resolution (requires a 2/3 vote against consideration, but must be made before debate takes place). 	The motion to table can be used "to kill" a pending resolution, but requires a 2/3 vote when used for this purpose.
Reconsideration (RONR Section 37)	In large assemblies, the motion to reconsider can only be made by someone who voted on the prevailing side.	The motion to reconsider applies only to a main motion (or resolution). It can be made by anyone, regardless of how he or she had originally voted on the main motion.

RONR page 250, lines 11-15, states: "*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business.*"

This quote suggests that rules of order should be used in a manner that facilitates progress while protecting fundamental rights. Technical imperfections that do not infringe on anyone's rights and do not harm the proper transaction of business can be tolerated. Parliamentary nit picking should be avoided, as it can become an annoyance and a distraction, can also stifle the free flow of discussions, and can even make the meeting environment unsafe.

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ACRL Election Result Comparison

								2016 versus 2017					
	2007 Election	2008 Election	2009 Election	2010 Election	2011 Election	2012 Election	2013 Election	2014 Election	2015 Election	2016 Election	2017 Election	Difference from 2016	% Difference from 2016
ANSS total ballots cast	132	145	113	103	101	99	110	100	100	144	137	-7	5%
ANSS total membership	526	507	487	448	467	435	441	430	466	528	561	33	6%
% Participation	25%	29%	23%	23%	22%	23%	25%	23%	21%	27%	24%	-3%	
Arts total ballots cast	177	198	166	139	126	130	134	124	130	143	137	-6	4%
Arts total membership	925	904	873	828	889	833	804	749	763	780	830	50	6%
% Participation	19%	22%	19%	17%	14%	16%	17%	17%	17%	18%	17%	-2%	
CJCLS total ballots cast	304	349	279	205	203	212	251	211	260	244	217	-27	12%
CJCLS total membership	1323	1301	1233	1202	1314	1242	1270	1171	1216	1213	1218	5	0%
% Participation	23%	27%	23%	17%	15%	17%	20%	18%	21%	20%	18%	-2%	
CLS total ballots cast	768	802	646	556	583	551	621	535	581	630	569	-61	10%
CLS total membership	2897	2772	2647	2587	2775	2678	2620	2475	2558	2555	2601	46	2%
% Participation	27%	29%	24%	21%	21%	21%	24%	22%	23%	25%	22%	-3%	
DLS total ballots cast	436	463	337	295	329	330	370	295	346	342	336	-6	2%
DLS total membership	1621	1554	1402	1370	1521	1493	1536	1486	1511	1541	1482	-59	4%
% Participation	27%	30%	24%	22%	22%	22%	24%	20%	23%	22%	23%	0%	
EBSS total ballots cast	263	303	238	226	222	222	241	168	213	249	241	-8	3%
EBSS total membership	917	891	847	792	820	788	796	741	799	854	856	2	0%
% Participation	29%	34%	28%	29%	27%	28%	30%	23%	27%	29%	28%	-1%	
IS total ballots cast	1186	1334	1050	920	968	938	1042	832	990	1092	951	-141	14%
IS total membership	4394	4264	4187	4024	4283	4039	4173	3954	4087	3879	3842	-37	1%
% Participation	27%	31%	25%	23%	23%	23%	25%	21%	24%	28%	25%	-3%	
LES total ballots cast	150	172	123	114	103	89	115	121	116	132	125	-7	5%
LES total membership	667	635	567	560	594	567	538	519	565	620	636	16	3%
% Participation	22%	27%	22%	20%	17%	16%	21%	23%	21%	21%	20%	-2%	
PPIRS total ballots cast	144	155	131	113	98	104	111	98	95	116	113	-3	3%
PPIRS total membership	552	527	489	472	483	449	433	403	411	444	442	-2	0%
% Participation	26%	29%	27%	24%	20%	23%	26%	24%	23%	26%	26%	-1%	
RBMS total ballots cast	425	490	367	329	320	297	375	284	304	363	338	-25	7%
RBMS total membership	1817	1777	1711	1722	1785	1677	1648	1602	1643	1688	1663	-25	1%
% Participation	23%	28%	21%	19%	18%	18%	23%	18%	19%	22%	20%	-1%	
SEES total ballots cast	55	68	48	42	39	37	42	36	33	50	47	-3	6%
SEES total membership	210	213	193	191	186	174	168	151	163	191	208	17	9%
% Participation	26%	32%	25%	22%	21%	21%	25%	24%	20%	26%	23%	-4%	
STS total ballots cast	390	440	378	316	295	291	334	291	277	310	320	10	3%
STS total membership	1567	1484	1411	1330	1340	1288	1271	1205	1260	1253	1283	30	2%
% Participation	25%	30%	27%	24%	22%	23%	26%	24%	22%	25%	25%	0%	
ULS total ballots cast	1473	1610	1294	1168	1123	1076	1167	1013	1044	1215	1122	-93	8%
ULS total membership	5445	5190	4945	4696	4809	4580	4425	4082	4107	4075	4088	13	0%
% Participation	27%	31%	26%	25%	23%	23%	26%	25%	25%	30%	27%	-2%	
WESS total ballots cast	171	200	143	125	118	106	111	98	96	126	117	-9	7%
WESS total membership	594	570	524	502	457	441	426	411	437	495	507	12	2%
% Participation	29%	35%	27%	25%	26%	24%	26%	24%	22%	25%	23%	-2%	
WGSS total ballots cast	159	181	141	120	108	100	120	104	146	172	200	28	15%
WGSS total membership	576	543	476	459	447	411	418	425	534	658	778	120	17%
% Participation	28%	33%	30%	26%	24%	24%	29%	24%	27%	26%	26%	0%	
Total Section ballots cast	6233	6910	5454	4771	4736	4582	5144	4310	4731	5328	4970	-358	7%
ACRL Board ballots cast	3526	3875	3025	2620	2655	2596	2833	2362	2584	2764	2564	-200	8%
ACRL Personal Membership	12,760	12,372	12,007	11,480	11,900	11,472	11,426	10,847	10,909	10,451	10,242	-209	2.0%
% Participation	28%	31%	25%	23%	22%	23%	25%	22%	24%	26%	25%	-1%	

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Information Technology & Telecommunication Services (ITTS) Update

May 30, 2017

1.0 ALA Web-Related

1.1 eCommerce for Join/Renew/Rejoin/Donate

Since January 1, 2017, the system has processed 10,350 dues and 721 donations. We have received several compliments on the new system. The Development Office reports that ALA has seen increased donations in response to their efforts, which are supported by the ease of use of the new system. In general, people seem to really like it. We are continuing to plan for refinements and extensions.

1.2 New eStore and eLearning Ecommerce System

Re-integration with ALA Publishing's fulfillment vendor having been completed, ITTS has been working with our implementation vendor on building a new eStore as quickly as possible. Designs and development are nearing their milestones for completion. Key integrations with fulfillment vendors, Publishing's eLearning providers, and ALA systems are currently being finalized. Testing, content migration and training will follow once we have achieved sufficient progress with development.

The ALA-wide eLearning portion of the project will be accomplished as phases 2 and 3 of the eStore project—resulting in an integrated store that includes all eLearning events and products, with division offerings displayed both in their own exclusive areas and integrated into topical offerings.

1.3 Responsive Theme for ALA.ORG and Division Websites

We upgraded the servers and are now working on site migrations for the streamlined ALA information architecture. Staff are filling out the [2017 Redesign Form](#) to get queued up to have their sites rethemed. We hope to have several rethemed sites ready by the time Annual rolls around.

1.4 Search Engine

We are close to launching the responsive design. As part of the retheming, we will change out the search box on each site to use the Google Search Appliance. The GSA will provide federated search results, when applicable.

1.5 New Generation ALA Connect

We are thrilled to announce that we have arrived at the testing phase the new ALA Connect. Stakeholders and members of the Website Advisory Committee (WAC) have been sent a Test

Plan. The plan includes credentials, instructions and access to a Bug Tracker to assist us. We are working on the setup of Division and Round table branding. The ALA Executive Board is also going to test the system prior to launch.

The new site includes 2-click navigation to any Division or Round table space in Connect, as well as a robust profile that allows users to update their address and demographic fields in iMIS. Demographics such as Interests, Type of Library and Ethnicity are a few fields now available to help members find common interests. Email notifications will be automatically turned on for all committee and community members, who can easily manage opt-outs, privacy and email frequency.

Upon launch, we plan to reward users who add a photo and complete at least 80% of their profile within the first 30 days' post launch a chance to win BIG. Details on this promotion will be forthcoming.

When we are ready to launch, the current site will be locked down for two weeks to migrate content from the old ALA Connect to the new ALA Connect. Training plans include over thirty (30) opportunities for LIVE training for staff and members (remote and in-person) as well as step-by-step training videos available to all users upon launch. More details about the features, best practices and training schedules will be posted on ALA Connect and sent out soon.

1.6 Moodle

In Fall 2016, we upgraded the Moodle software to 3.0 and then combined our two Moodle courseware sites as recommended in the IT Review Report. The site is being used by ALA Publishing, the divisions and other units. 323 synchronous and asynchronous courses are currently listed and available to be offered or sold by ALA Online Learning or in the ALA Store.

1.7 Accessibility Testing Protocols

ITTS worked with a select group of members organized by Mike Marlin to accessibility test Blackboard Collaborate Ultra at the participant and moderator levels for members who use visual and/or auditory assistive devices. Because screen reader users had some trouble figuring out the interface, ITTS is asking Blackboard to help us schedule a test session just for screen reader users. On the whole, participants did think that it has potential for being ALA's enterprise level, accessible meeting platform. More to come.

1.8 Shibboleth

ITTS is working to install Shibboleth single sign-on software for Digitell and eShow for AASL's online recordings and National Conference registration systems, respectively.

1.9 Sympa List Serve

As part of our email migration, we changed our outbound mail routing for Sympa. Our minimum of 5,000,000 messages per month limited our choices. We selected MailChannels as a relay

host. We're working with them to refine their spam detection configuration to better suit our requirements.

2.0 Hardware & Software

2.1 New Telephone System

The implementation of the new telephone system was moved to the next fiscal year, which starts in September. The installation is planned for the fall of 2017.

2.2 Filr and File Migration

FILR was upgraded and rolled out for staff access to our internal file shares. Over the Memorial Day weekend, we moved network files to a new server with upgraded infrastructure and space for expansion.

2.3 Citrix

We are replacing our Citrix farm with the current version. This will improve external access to some of our applications and stabilize our internal financial system.

3.0 ITTS Organizational Changes

3.1 Staffing

I'm pleased to announce that Brian Willard, MBA, CAE has joined the ALA ITTS team in the position of Senior Business Intelligence Analyst/Project Manager in February 2017. He reports to ITTS and ALA Marketing.

Brian will help us improve our business intelligence by interpreting data using a variety of techniques, ranging from simple data aggregation via statistical analysis to complex data mining. Brian will be responsible for equipping staff with information that will allow them to implement more strategic and targeted business strategies and outreach, increasing response rates and revenue while also delivering a more effective member experience. He will work directly with staff to identify analytical requirements. He has knowledge of commonly-used concepts, practices, and procedures within the data marketing field. He will assist staff with data extraction projects from the membership database and present data in a usable format that meets their requirements. He brings many years of experience managing IT projects; we plan also to use these skills and expertise to help manage ITTS projects and Division data mining projects.

We continue to have four ITTS staff members taking intermittent family leave for various reasons. Some of our timelines may have to be adjusted going forward.

3.2 New Proposed IT Advisory Committee Composition Recommendation to the Committee on Organization (COO)

We (the ALA Website Advisory Committee-WAC) met and discussed the comments on committee composition of the new IT Advisory Committee received from the ALA Committee on Organization (COO) for the proposed metamorphosis of WAC into the new IT Advisory committee. COO asked that the WAC consider altering the composition of the new committee to streamline or limit membership. WAC came to the conclusion that the composition of the committee is representative of the various parts of the association. WAC recommends keeping the composition the same. WAC will meet with COO at the Annual conference to justify this recommendation and obtain approval to move forward with the title change, charge change, and composition.

Liaisons Assembly Committee

ACRL Liaisons Assembly Committee Monthly Meeting

Hosted by: Liaisons Training & Development Committee

Thursday, April 27th, 3:00-4:00pm (CST)

Adobe Connect

In attendance:

Carrie Donovan (LTDC Chair), Christopher Cox (LTDC Vice-Chair), Allison Payne (ACRL Staff Liaison), Innocent Awasom (ACRL Liaison to United States Agricultural Information Network), Lis Chabot (ACRL Liaison to CIC), Mary Markland (ACRL Liaison to IAMSILIC), Sarah Wenzel (ACRL Liaison to Modern Language Association), Tiffany Hebb (ACRL Liaison to NRC-FYEST), Marilyn Ochoa (ACRL Liaison to Society for Information Technology and Technology Education), Danuta Nitecki (ACRL Liaison to SCUP)

Updates from Liaisons:

Lis shared that the CIC Information Fluency workshops just wrapped up and she is in conversation with ACRL to propose a web series for librarians at smaller colleges who are working on scalable models for embedded librarianship, collection assessment, library space, ux research, data management, information literacy, etc.

Danuta reported that SCUP members are shifting their focus toward the art and activity of planning. One of Danuta's goals as a liaison was to offer presentations at the SCUP conference on space or big data. The proposal on big data was accepted which could indicate that focusing on specific trends is a good practice for liaisons hoping to present at non-library conferences.

Discussion of Liaison Project:

The group discussed our draft definition of what it means to be a liaison: *In the most holistic sense, liaisonship is a form of diplomacy that promotes understanding and collaboration between individuals and groups.* Most agreed that it was a good starting point. The group then discussed strategies for communicating.

Sarah shared that her reports as a liaison are read by a very small number of people and most of those individuals do not have any mechanism to take action on the issues that are raised. Thinking through various opportunities for communicating the liaison experience to a greater public in order to share lessons learned would be great.

Several ACRL conference presentations were focused on the role of a liaison, indicating perhaps that liaisonship is becoming more of a core competency for librarians. Although librarians are really good at what they do, they need to learn how to bridge two different cultures and part of that is to know your audience's perspective and what is of interest to them. The Liaisons Assembly could assist in supporting that learning.

Some of the ideas the group brainstormed for communicating with librarians include:

- A basic document about liaisonship that librarians can share with their campus partners
- C&RL news – perspectives" column or ACRL Insider post/series with content that people could use in their local environments (Allison will check with the C&RL News editor about this.)
- Panel of liaisons at ALA-MW (proposals will be due in October), Webinar for ACRL members, series of online videos re: what it means to be a liaison

Ideas for communicating to non-library audiences include:

- Interview with a librarian, as a column, in the association's newsletter
- Harwood-style conversation with members/leaders of associations would be a way to introduce ourselves and learn about their aspirations (Danuta will reach out to SCUP membership about this)

The meeting adjourned at 3:45pm

RBM Editorial Board

DRAFT MINUTES

RBM Editorial Board Meeting
ALA Annual Meeting 2017
Virtual Meeting (Adobe Connect)
May 12, 2017
3:00 p.m. – 4:00 p.m. EDT

Members present: Jennifer K. Sheehan, Grolier Club (Editor); Richard Saunders, Southern Utah University (Incoming Editor); Jason Paul Bourgeois, University of Dayton; Pam Sue Hackbart-Dean, Southern Illinois University; Megan Barnard, The University of Texas at Austin; Jeffrey Makala, Furman University; David Free, ACRL; Meredith Evans, Jimmy Carter Presidential Library & Museum; Matthew Knight, University of South Florida

Sheehan called meeting to order at 3:06 p.m.

1. Board members rotating on/off after 2017 Annual
 - a. We welcome new members (who have not yet been finalized by ACRL), thank those leaving for their service
 - b. New Editor: Richard Saunders will officially become Editor this summer, but we're already deep into the transition.
2. Status of current submissions and upcoming issues
 - a. Fall issue: Richard is soliciting submissions and encourages everyone to seek out appropriate submissions/authors.
 - i. Richard is also making cold calls.
 - b. Richard is asking editorial board to think about areas that have been over-/under-covered.
3. Reviews: consider formats other than books?
 - a. Discussion: what about exhibitions or websites? Are they too ephemeral, or would reviewing them give them a life after they're over?
4. Future meetings: virtual or in-person
 - a. Many people don't go to ALA Annual and/or Midwinter.
 - b. Is it possible to meet in-person at RBMS instead? Following up with ACRL
5. Anyone attending Annual in Chicago? Willing to give Info. Exchange report?
 - a. No one is going, so we will just submit a report.
6. Board members: send Richard area(s) of interest/expertise willing to review for submissions
7. Recruiting additional peer reviewers: please reach out to anyone who might be interested.
8. Other business? None.

Sheehan adjourned meeting at 3:37 p.m.

Subject: FY 2019 Overhead Cost Rate

To: Division Executive Directors
Mary Mackay, AED, Publishing
Mary Ghikas, AED, Member Programs and Services
From: Keith Michael Fiels, Executive Director
Date: May 24, 2017

After reviewing the preliminary overhead cost calculations for the FY 2016 study, which will be used to compute the FY2019 budget overhead cost rate, we have made a determination in consultation with the ALA Treasurer that beginning this year (the FY 2019 calculation), we will no longer be including the post-retirement obligation in the calculation of the rate.

The preliminary calculation, which included the post retirement obligation, yielded a rate of 27.6 per cent. Without the obligation, the rate which would be applied would be 26.5, which is very close to the 26.4 per cent rate applied in FY 2017 and FY 2018. Based on an analysis of past years, our best projection is that the exclusion of the post retirement obligation should reduce what would otherwise be the overhead rate by 1 to 1.5 per cent annually going forward.

Over the years, inclusion of the post retirement obligation has resulted in a number of significant fluctuations in the overhead rate, as various adjustments have been made based on actuarial calculations. (An example of this was the 2015 actuarial adjustment that would have increased the rate from 23.7 per cent in FY 2016 to 31.2 per cent in FY 2017).

Exclusion of this factor will eliminate much of the uncertainty and stress introduced by these fluctuations in the future, producing a much more stable overhead rate situation going forward. The ongoing operating costs of payments for retiree health insurance, which are separate from the obligation, have been included in the calculation since the operating practice was established and will continue to be included in the calculation.

As reminder, the operating practice that established the overhead cost rate formula was developed following the approval of the operating agreement between ALA and its divisions in 1989 (Under the operating agreement, operating practices are developed by the Executive Director in consultation with the division Executive Directors). This overhead rate is applied to publishing and conference revenues and certain division revenues according to guidelines contained in the operating agreement.

The proposed FY 2019 rate, excluding the post retirement obligation, will be presented to BARC and the ALA Board at Annual Conference as a first step in the FY 2019 budget planning process. We'll be sharing the document and the calculations with you well prior to distribution to BARC, and in the meantime, please let me know if you have any questions.

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acrl 2017

peer revered

Evaluation Report

AT THE HELM

LEADING TRANSFORMATION

MARCH 22-25, 2017

Baltimore, Maryland



EXECUTIVE SUMMARY

Methodology

The audience for this survey included 3,499 ACRL 2017 conference attendees (including speakers) who gave a valid e-mail address when registering for the ACRL 2017 conference, *"At the Helm: Leading Transformation,"* held in Baltimore, March 22-25, 2017. On March 25, 2017, participants with the appropriate ALA communication preference (those who did not opt out of ALA mailings via Informz) was e-mailed the link to the online evaluation. As of May 5, 2017 there were **1,041 completed returns for a response rate of 29.7%**.

Summary of Results

Overall Experience

More than **9 out of 10 attendees (94.2%)** characterized their experience at ACRL 2017 as either "very positive" (42.9%) or "positive" (51.3%). This rating is a .3% decrease from our 2015 rating of 94.5% and a 1.2% increase from our 2013 rating of 95.4%.

The majority of respondents (91.9%) would be "very" or "somewhat likely" to recommend the ACRL Conference to a colleague. 92-95% of respondents indicated they were "very" or "somewhat likely" to recommend in 2015, 2013, and 2011. While the percentage has fallen a slight bit from previous conferences, we still have done a good job maintaining the quality of the ACRL conference experience.

The **top three factors** that influenced people's decision to attend ACRL 2017 were to keep up to date professionally (56.4%); to interact/network with colleagues (51.6%); and the program content (37.7%). Not surprisingly, these were also the top three factors in 2015, with networking being the top factor in 2015.

When asked to identify the **three best aspects of the conference**, the majority of respondents indicated: 1. networking/connecting with colleagues, 2. programs, and 3. keynote speakers. Additional responses included academic focus, location, vendors, and variety.

Programs

The **learning opportunities** that were rated as "very valuable" to the largest percentage attending were panel sessions (56.7%), poster sessions (47.5%), contributed papers (39.8%), and exhibits (21.0%). It is encouraging to see exhibits in the top four on the list as attendees see the value of and educational opportunities available in the exhibit hall.

More than two-thirds (68.3%) of respondents said the **number of programs** offered was "about the right number," with 24.8% indicating "too many" and 2.1% indicating "not enough." 4.7% said there were "far too many" programs.

The **featured presentations** considered “very valuable” to the largest percentage who attended were Dr. Carla Hayden (59.6%) and Roxane Gay (54.9%) keynotes.

Session Formats

Respondents were asked to provide **comments/suggestions on program formats**; responses are included on pages 23-52. There are numerous suggestions to take into consideration for ACRL 2019, including feedback on contributed papers feeling too rushed/compressed/consider 30 minutes and more time to travel between the rooms. Additionally there were comments about lengthening Lightning Talks to 10 minutes and TechConnect Presentations to 30 minutes. There was also feedback on needing a better solution for pre-registering for workshops as numerous attendees were not aware that pre-registration was required for workshops.

Session Topics

When asked to rate **how effectively the conference addressed needs concerning specific topics**, 43.9% felt the conference “very effectively” addressed teaching and learning. The following percentage of respondents felt the conference “somewhat effectively” covered the following; assessment (48.0%), outreach (46.7%), professional/staff development (43.0%), technology and tools (42.8%), and scholarly communication (41.5%). We seem to be making strides diversifying program content and providing more balance across topics.

Technical Services continues to be the lowest rated topic, with only 18.8% indicating programs “very effectively” or “somewhat effectively” addressed the topic. At the same time, 7 out of 10 (70.2%) respondents indicated they were not interested in this topic. However, we should continue to encourage more participation from the technical services community and think of ways to proactively reach out to encourage submissions.

Learning and Connections

86.5% of respondents strongly agreed or agreed (the top two responses) that they **learned something** they would quickly apply to their work. Another 88.0% of respondents strongly agreed or agreed that they **were inspired** to think of their own unique solution/innovation to apply to their work. 67.1% of respondents strongly agreed or agreed that they **established one or more connections** with people they did not know and plan to maintain.

When asked to indicate the percentage of sessions that they attended where “nearly all” the **presenters were knowledgeable**, 65.4%; had **good presentation skills**, 32.1%; **left appropriate time** for discussion, 44.7%; and **presentation materials** were well done, 36.1% “nearly all.” Presentation skills/presentation materials training is an opportunity to continue to develop for ACRL 2019.

Conference Experience

When asked to rate items that lead to a valuable **conference experience**, the following were rated “very valuable”: morning and afternoon refreshment breaks (52.9%), wifi (52.4%), conference app (46.3%), exhibits opening reception (22.8%), virtual conference (22.7%), and dinner with colleagues (20.7%).

Conference Resources

When asked to rate **conference resources**, 51.5% rated the program book as “very effective” and 31.7% rated the website as “very effective.” 39.2% rated the conference app as “very effective” up 17% from the 2015 MyPlanner. The adoption rate for the new conference app was excellent and there were many positive comments about the app, especially in comparison to our previous tool. There is a desire for the ability to add individual appointments to one’s schedule in the app, as well as more integration or potential to synch an online schedule with the app.

We let respondents know we were considering **scaling back the print program book** or going paperless for 2019. 40.9% said we should “leave the program book as is” (compared to 46.5% in 2015). 30.4% said we should “discontinue the print book and rely on the online program (compared to 32.4% in 2015) and 29.0% said we should “scale back the amount of content and remove program descriptions” (compared to 21.1% in 2015).

It appears that attendees aren’t quite ready to discontinue the print program book entirely, but we can consider ways to scale back the content for 2019, especially since we now have a considerably more robust conference app. We should seriously consider omitting program descriptions in the 2019 program book and rely on the online program and app for descriptions. Also, and interestingly, there were a number of comments about the pocket program and the possibility bringing that back in 2019.

Exhibits

41.4% of the respondents spent 1-2 hours in the exhibit hall, with 37.1% spending 3-4 hours in the hall. 12.8% spent less than an hour and 8.6% spent more than 4 hours in the hall. This is comparable to time spend in the hall at ACRL 2015.

When asked **how they participated in the exhibit hall**, 81.2% attended exhibits (e.g., poster sessions, roundtable discussions, refreshment breaks), 71.8% talked with exhibitors about products and services, and 51.6% “shopped” booths but did not talk to exhibitors. 76.9% “strongly agreed” or “agreed” that the **exhibit hall included products and services of interest** and 79.2% “strongly agreed” or “agreed” that the **exhibit hall was open during times they wanted to visit**.

Conference Attendance

58.7% of respondents had attended one or more of the previous nine ACRL Conferences, compared to 54.7% of respondents in 2015. We’re still averaging 1,200+ first-time attendees at the conference, roughly one-third of conference attendees.

38.4% of respondents attended the most recent 2015 conference in Portland. 29.2% of respondents attended the 2013 conference in Indianapolis, and 26.4% of respondents attended in 2011 conference in Philadelphia.

In the past 12 months, 25.1% attended the ALA Annual Conference, 29.0% attended a state library conference, and 19.0% attended a subject discipline conference. Relatively few attended Computers in

Libraries (3.2%) and Educause (.86%). 37.2% attended other conferences such as the Charleston Conference, LOEX, ARL, and local conferences.

Financial Support

9 out of 10 respondents (93.6%) **received financial support** from their institution for their attendance at ACRL 2017, up nearly two percentage points from 2015 respondents (91.7%). 89.7% of 2017 respondents had **at least 50% of their conference expenses paid** for by their institution (comparable to the 2015 results of 88.7%).

When asked if they were not an ACRL member at the time of registering, did they select the join and save option, 31.0% indicated that they joined and saved, while 68.9% did not and paid the non-member rate. Feedback as to why they did not select the join and save option include "funding could only be used for registration, not membership" and "unsure of value"; additional comments are on pages 262-266.

45.3% of respondents indicated that they are planning to attend ACRL 2019 in Cleveland, with 6.4% saying they are not planning to attend and another 48.2% uncertain at this time.

About You/Your Work/Demographics

Top Two Issues

The leading issues that respondents face today *as librarians/information professionals* include access to adequate resources, declining financial support, keeping up with and managing change, student learning and information literacy, increasing workload, demonstrating value and relevance, and human resources issues (e.g., professional development, insufficient staff, compensation, lack of diversity, etc.).

The leading issues respondents feel are ***facing the academic and research libraries*** including declining support for and increasing costs of academic/research libraries, demonstrating relevance and value of academic libraries, keeping up with and managing change, changing landscapes in higher education, and human resources (e.g., succession planning, recruitment, retention, advancement).

Demographics

56.2% of respondents are 44 or under, with the breakdown as follows: 1.48% of respondents under 25; 28.5% are 25-34; 26.2% are 35-44; 20.44% are 45-54; 20.0% are 55-64; and 3.2% are 65 or over. The percentages across the board are comparable (within one percentage point) of our 2015 respondents.

45.3% of respondents have been a member of the profession for 10 years or less (with 23.9% being a member for less than 5 years, the same when asked in 2015). On the other end of the spectrum, 14.2% of respondents have been in the profession for 25 years or more, the same percentage when asked in 2015. 9.7% indicate they are planning to retire in less than 5 years (8.4% in 2015). 8.6% indicate that they are planning to retire in 5-9 years.

OVERALL EXPERIENCE: Please rate ACRL 2017 as a whole. Would you say your experience was:		
Answer Options	Response Percent	Response Count
Very positive	42.9%	446
Positive	51.3%	533
Neutral	4.9%	51
Negative	0.8%	8
Very negative	0.1%	1
<i>answered question</i>		1039
<i>skipped question</i>		2

NET PROMOTER: Would you recommend this conference to a friend/colleague? (10 being very likely; 1 being not at all)		
Answer Options	Response Percent	Response Count
10	41.5%	429
9	18.3%	189
8	22.0%	227
7	10.3%	106
6	4.1%	42
5	2.1%	22
4	1.0%	10
3	0.3%	3
2	0.2%	2
1	0.4%	4
<i>answered question</i>		1034
<i>skipped question</i>		7

Sampling of testimonials:

- "This is an amazing, exhausting and professionally significant conference. So many exciting things happening in librarianship."
- "Simply one of the best professional experiences I've ever had."
- "ACRL 2017 was fun, well-rounded, well-planned, and full of interesting sessions and presenters!"
- "There's nothing like your first time. So awesome to have participated this year as an ACRL first-time attendee!"
- "This conference is FOR academic librarians, BY academic librarians. Always worth the time, expense, and effort."
- "The 2017 ACRL conference was mind blowing! As a first attendee I was overwhelmed, inspired, excited, welcomed and exhausted. I would definitely like to attend in 2019 in Cleveland."
- "People kept telling me, 'ooh, ACRL is so much fun!' and it really was. It was really inspiring and energizing."
- "I can't imagine a better conference experience. It was a fun and informative event. I love being a librarian and am proud of our profession. I feel that even more now after attending this event. If you have a chance to go to ACRL in the future don't miss it!"
- "Librarians are the quintessential collaborators, and this conference is a showcase of collaboration, networking, and sharing ideas and innovations. Librarians at their finest!"
- "ACRL is the best place for academic librarian's to network, learn, and have fun all at the same time!"
- "An absolutely fantastic gathering of library professionals. THE conference to attend and present."
- "ACRL continues to provide information across a variety of topics within academic librarianship. From roundtable discussions, panel and poster sessions, and networking opportunities, attendees will leave with workable ideas or solutions for their libraries."
- "After working for a vendor for five years, I felt a bit disconnected from the latest trends and issues in academic libraries. The ACRL 2017 conference helped me regain my footing as an academic librarian, and I feel excited to be part of this field again!"
- "This was my first ACRL conference and I was really impressed with the variety of topics covered in the sessions."
- "ACRL continues to be the best professional development opportunity available to me, even after 15+ years in the profession!"
- "Sadly it is only biannual, but that may be part of why it is so freakin' awesome."
- "Conference sessions, contributed papers, posters, and discussions for all topics relevant to academic libraries."
- "As an English professor, I was a bit intimidated at the prospect of attending a conference outside my discipline. I am so glad I came to ACRL! I learned so much and made many worthwhile connections. ACRL was a terrific opportunity for cross-discipline collaboration."

ACRL Conference Takeaways

A comparison against the recent ACRL 2015 and ACRL 2013 conferences reveals a continuation of previous trends:

- The ACRL Conference maintains a high level of quality, with upwards of 91% of respondents rating the conference as “very positive” or “positive” – the two highest ratings.
- More than 9 out of 10 respondents would recommend the ACRL Conference to a colleague.
- Attendees value the conference experience as whole, with networking and connections rated as valuable as program content.
- There is an ongoing desire for diversity among program content and while we’ve been making strides over the past few conferences, more balance among program topics is needed.
- There is an ongoing expectation for new experiences such as Lightning Talks, the Art Lounge, Portal, the Zen Room, and ACRL should continue to budget for these innovations and opportunities to “surprise and delight” conference attendees.

