Association of College and Research Libraries
Fall Board Virtual Meeting
November 18, 2019
Zoom
1:00–3:30 p.m. Central

Agenda

Time	Item (Document number follows topic and presenter)
1:00 p.m.	**1.0 Call to order (Munro)**
1:00–1:03 p.m.	**2.0 Opening remarks/review of ground rules (Munro)**
1:03–1:05 p.m. *Action*	**3.0 Adoption of the agenda (Munro)**
1:05–1:06 *Action*	**4.0 Consent Agenda (Munro)** [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.]

    4.1 Dissolving the Western New York/Ontario Chapter #2.0

    4.2 Disband Continuing Education/Professional Development Discussion Group #2.1

    4.3 Disband New Members Discussion Group #2.2

    4.4 Board Ground Rules & Social Media Guidelines #2.3

    4.5 Plan for Excellence Proposed Revision #2.4, #2.4a

    4.6 Distance Learning Section name change to Distance and Online Learning Section #2.5

Time	Item (Document number follows topic and presenter)

1:06–1:20 p.m.
Information
	5.0 Officer Reports
	In the interest of time, the officers will entertain questions about their written reports.
	    5.1 President's report (Munro) #1.1
	    5.2 President-elect's report (Cawthorne) #1.2
	    5.3 Past President's report (Pressley) #1.3
	    5.4 Councilor's update (Bryant) #1.4
	    5.5 Exec. Director's Plan for Excellence Activities Report (Davis) #1.5, #1.6
	    5.6 Representative Reports (Pressley) #3.0

1:20–1:50 *Information/Discussion*	**6.0 SCOE Update (Daly) #14.0** The Board will receive any updates since SPOS on the work of SCOE. The Board will also discuss if it would like to craft a joint response with the Public Library Association (PLA).
1:50–2:15 p.m. *Information/Discussion*	**7.0 Equity, Diversity & Inclusion Communications (Munro)** The Board will receive an update from the EDI Communications Working Group. The Board will also discuss a potential EDI communications plan for ACRL.
2:15–2:30 p.m. *Discussion*	**8.0 Board at Midwinter 2020 (Munro) #7.0, #13.0** The Board will identify potential topics for its virtual and face-to-face meetings at the 2020 ALA Midwinter Meeting: Board Update, Joint Board and B&F Meeting, Board I & II.
2:30–2:45 p.m.	**Break**

2:45–3:30 p.m.
Discussion/Action
	9.0 ACRL Budget
	  8.1 FY19 final close results (Allen) #4.0, #4.1, #5.0
	    The Board will have the opportunity to review the results of FY19.
	  8.2 FY21 Budget Assumptions (Allen) #6.0
	    The Board will discuss and take action on ACRL's and CHOICE's assumptions that will inform the development of the FY21 budget.

Time	Item (Document number follows topic and presenter)
3:30–3:45 p.m. *Information/Discussion*	**10.0 Leadership Council Midwinter 2020 (Munro) #8.0, #9.0, #10.0, #11.0, #12.0** The Board will receive an update from the LC Working Group on communications to members. The Board will identify potential topics for the Virtual Leadership Council meeting and plan for the in-person breakfast at Midwinter.
3:45–4:00 p.m. *Information*	**11.0 New Business (Munro)**
4:00 p.m.	**12.0 Adjourn (Munro)**

ACRL Board Ground Rules

Approved Fall Board Meeting, November 16, 2018

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
6. Signal conclusion, identify next steps, and make clear assignments.
7. Assume positive intent/give benefit of doubt.
8. Have fun!

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
4. What are the ethical implications of this decision?

*What do you wish that you knew, but don't?

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ACRL Fall Board Virtual Meeting: November 16, 2018

Black = Included in Packet
Blue = New Documents

Doc #	Document Title
Doc 1.1	President's Report
Doc 1.2	President-Elect's Report
Doc 1.3	Past-President's Report
Doc 1.4	Councilor's Report
Doc 1.5	Executive Director's Plan for Excellence Activities Report
Doc 1.6	Enabling Programs and Services: Key Performance Indicators (KPIs)
Doc 2.0	Board action form: Dissolve the Western New York/Ontario Chapter
Doc 2.1	Board action form: Disband Continuing Education/Professional Development Discussion Group
Doc 2.2	Board action form: Disband New Members Discussion Group
Doc 2.3	Board action form: Board Ground Rules
Doc 2.4	Board action form: Plan for Excellence Proposed Changes
Doc 2.4a	Plan for Excellence: Proposed Revisions
Doc 2.5	Board action form: DLS Name Change
Doc 3.0	ACRL Representatives Reports
Doc 4.0	FY19 4th Quarter Budget Memo (August 2019 Final Close)
Doc 4.1	FY19 Budget Report
Doc 5.0	Dashboard Metrics
Doc 6.0	FY21 Budget Assumptions: ACRL & Choice
Doc 7.0	ACRL Governance Schedule Midwinter 2020
Doc 8.0	AC19 Leadership Council Feedback
Doc 9.0	Leadership Council Agendas 2018-2019
Doc 10.0	Leadership Council Messages to Members
Doc 11.0	Groups Meeting Virtually or Face-to-Face at MW20
Doc 12.0	Groups at Annual 2019 and Midwinter 2019
Doc 13.0	ALA Conference Committee Minutes Annual 2019
Doc 14.0	SCOE Report

FYI #	Document Title
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	ACRL Board Ground Rules and Social Media Guidelines
FYI-4	ACRL Candidates for 2020 Election
FYI-5	Chapter Conference Dates 2019–2020
FYI-6	Liaisons Assembly Reports
FYI-7	Board Liaison Assignments 2019–2020 sorted by Board Liaison

FYI #	Document Title
FYI-8	Board Liaison Assignments 2019–2020 sorted by Unit
FYI-9	Committee Meeting Minutes: Annual Conference 2019
FYI-10	SPOS 2019 Evaluation Responses

Association of College & Research Libraries
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acrl@ala.org, http://www.acrl.org

ACRL Officer Report

Position: President

Name: Karen Munro

Report period: July – Nov 2019

Date submitted: Nov 2019

Strategic priority activities
- Annual conference program planning with the 2020 President's Program Committee
- Contributed to agenda planning for Strategic Planning and Orientation Session, Fall 2019
- Co-authored "Revisiting SCOE" for *ACRL Insider*, Sep 2019

Ambassador activities
- Written thank-you notes for ACRL donors

Association service
- Member of ACRL Board Appointments Working Group
- Participated in Presidents' and ED weekly meetings
- Committee appointments as necessary
- Vice-president annual report for December *2019 C&RL News*

Upcoming scheduled activities
- Fall Board Meeting: November 18, 2019
- CNI Fall Membership Meeting: Dec 9-10, 2019
- ALA Midwinter Meeting, January 24-27, 2020

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ACRL Officer Report

Position: Vice President / President-elect

Name: Jon E. Cawthorne

Report period: July – November 2019

Date submitted: November 8, 2019

Strategic priority activities

- Interviewed Stanley Wilder for ACRL Insider
- Attended SPOS, Chicago, IL
- Finishing Diversity Alliance Task Force Report

Ambassador activities

- Lyrasis Member Summit - Keynote Speaker, October 2019
- Follow-up discussion with Community College Section
- Follow-up discussions with ACRL members interested in committee service

Association service

- Edited letter for appointments
- Follow-up call about appointment committee practices – Karen Munro and Caroline Fuchs
- ACRL Budget Finance Committee meeting, Nov. 7

Upcoming scheduled activities

- Calls to section chairs, follow-up from SPOS
- Appointments Committee

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ACRL Officer Report

Position: Past President

Name: Lauren Pressley

Report period: July-November 2019

Date submitted: November 13, 2019

Strategic priority activities
- Contributed to agenda planning for Strategic Planning and Orientation Session, Fall 2019
- Participated in Strategic Planning and Orientation Session, Fall 2019
- Posted compilation of 2019 President's Program discussion series
  http://acrl.libguides.com/ld.php?content_id=49470243

Ambassador activities
- Called ACRL donors
- Missouri chapter visit

Association service
- Participated in Presidents' and Executive Director weekly meetings
- President's annual report for December 2019 C&RL News

Upcoming scheduled activities
- Fall Board Meeting: November 18, 2019
- ALA Midwinter Meeting, January 24-27, 2020
- Wisconsin chapter visit, April 17. 2019

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ACRL Officer Report

Position: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: July 1, 2019 - November 8, 2019

Date submitted: November 8, 2019

Strategic priority activities

- Participated in virtual voting and Board discussions
- Attended ACRL Strategic Planning and Orientation Session in Chicago, IL
- Volunteered to participate in the ALA MW 2020 ACRL Leadership Council meeting Working Group

Ambassador activities

- Sent Welcome/Introduction letter to Chairs of assigned liaison committees: Government Relations and Professional Values
- Attended virtual meetings of each liaison committee
- Worked with ACRL President, Executive Director, and Staff Liaison, to support the Government Relations Committee officers

Association service

- Monitored ALA Council listserv, shared relevant information with ACRL Board and liaison committee leaders
- Member, ACRL Excellence in Academic Libraries Awards Committee

Upcoming scheduled activities

- ACRL Board of Directors Fall Virtual Meeting, November 18, 2019
- ALA Midwinter Conference, January 24-28, 2020, Philadelphia, PA
- ALA Annual Conference, June 25-30, 2020, Chicago, IL

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Plan for Excellence Quarterly Activity Report (PEAR)
Report Period: June 11, 2019 – October 31, 2019

This is the fourth-quarter report of a cumulative report for FY2019. Data format:
- New entries are in regular font.
- *Previously reported entries are in italic.*

Strategic Goal Areas

Value of Academic Libraries

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

Objective 1: Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.

- On June 19, ACRL announced seven recipients of its Academic Library Impact Research Grants in 2019. These grants of up to $3,000 each support new research on library contributions to student learning and success in areas suggested by the 2017 report "Academic Library Impact: Improving Practice and Essential Areas to Research."
- In September 2019, the VAL committee began planning how best to assess the ALI research grants awarded to date.
- Work continues on a special issue of *C&RL* on Academic Library Impact.
- *VAL is putting together a special issue of C&RL on Academic Library Impact. The CFP was announced on March 14, 2019 and closed on April 29, 2019. Recipients of the Academic Library Impact Research Grants were encouraged to submit, but the call was open to anyone doing research in that area. The special issue editors will be Jill Becker (current vice-chair of VAL) and Sara Goek.*
- *ACRL is offering a second round of Academic Library Impact Research Grants to support new research, particularly in the six priority areas suggested by the Academic Library Impact report. In this round of grants, the committee would particularly welcome proposals related to issues of equity, diversity, and inclusion. The grants are for up to $3,000 for research, with successful recipients eligible to apply for up to $1,500 in additional funding for dissemination of their findings. Applications were due April 25, 2019. We expect to announce recipients on June 18.*

- *Recipients of the first round of the Academic Library Impact research grants participated in a special session at the ACRL2019 conference to showcase their work.*

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

- As of 11/11/2019 Project Outcome for Academic Libraries has 2,118 registered users, 345 academic libraries that have created surveys, and 20,841 survey responses. The toolkit launched on April 10, 2019 at the ACRL conference. A new Project Outcome for Academic Libraries Editorial Board has been appointed and is beginning work in October.
- On July 19, ACRL announced the fourth round of Value of Academic Libraries Travel Scholarships, offering approximately 6 travel scholarships of up to $2,000 each in fiscal year 2020 for librarians presenting on their work demonstrating the impact of academic libraries in the broader landscape of higher education. New in 2019-2020: Proposals can be related to any of ACRL's four strategic goal areas or the Core Commitment to Equity, Diversity, and Inclusion, as articulated in the ACRL Plan for Excellence.
- In September 2019, the VAL committee began planning how best to assess the VAL travel scholarships awarded to date.
- *ACRL will be offering Travel Scholarships again in FY20, with an expanded scope to include "any of ACRL's four strategic goal areas and objectives or the Core Commitment to creating diverse and inclusive communities." The selection subcommittee will be chaired by VAL with representation from all goal area committees and ACRL's diversity committee. We expect to issue a call for proposals in mid-July.*
- *At the ALA Annual Conference, the VAL Update Session (Sunday, June 23, 1:00 - 2:00 PM) will focus on Communicating Assessment Results to Stakeholders. One of the most difficult tasks in the assessment process involves reporting assessment results to non-librarian stakeholders in a manner that addresses their unique concerns.*
- *The Project Outcome for Academic Libraries site is now live (visit: http://acrl.projectoutcome.org) and open for users to sign up as of March 19. Until the official launch on April 10, users have access only to the resources, and upon the launch the full toolkit (survey management, data dashboards, and report creator) will be available.*
- *ACRL is offering a second round of VAL Travel Scholarships which support practicing librarians and information professionals presenting their work at higher education conferences or disciplinary conferences where they will reach audiences outside the library field. Each scholarship is worth up to $2,000 and covers transportation, accommodation, and conference registration fees. Applications for the current round of scholarships were due February 15, 2019, and in early April the selection committee announced three proposals were accepted:*
  - *Janet Clarke (Stony Brook University) and Raymond Pun (Alder Graduate School of Education) for a presentation titled "The Impact of APA Librarians on Student Success, Faculty Productivity, and Building Community" at Asian Pacific Americans in Higher Education National Conference.*
  - *Heather Howard (Purdue University) for a presentation titled "Student Information Use and Decision-Making in Innovation Competitions" at the European Academy of Management Annual Conference.*
  - *Jennifer Wilhelm (Texas A&M University) for a presentation titled "Invest in Your Library: Why Your Institution's Librarians Are a Valuable Asset in a Collaboration Portfolio" at the National Association of Student Personnel Administrators Student Financial Wellness Conference.*
- *At the ALA Midwinter Meeting in Seattle, member leaders will focus the VAL update session on the Value of Academic Libraries Travel Scholarships and Academic Library Impact Research Grants.*
- *Progress continues on ACRL's Project Outcome for Academic Libraries, developed in partnership with PLA. The field-testing process for the new surveys wrapped up at the end of October. Staff and member*

leaders delivered the presentation "Outcome Measurement in Academic Libraries: Adapting the Project Outcome Model" at the Library Assessment Conference, Huston, TX, Dec. 6, 2018. ACRL's task force met on Dec. 10 to decide on the final survey topics and text, taking into account the results and feedback from the field-testing process. The seven surveys in the final toolkit will be: Instruction, Events / Programs, Research, Teaching Support, Digital & Special Collections, Space, and Library Technology. The toolkit will allow users to: add up to three custom questions per survey; get real-time results; use the data dashboards to explore results; create custom reports to use for advocacy; and explore resources and a community to learn more about effectively measuring outcomes. In a Dec. 19 blog post, staff shared an update on Project Outcome along with presentation and a preprint of the LAC paper. The Project Outcome for Academic Libraries toolkit is scheduled to officially launch at the ACRL 2019 conference. Staff and task force members will lead a series of five, one-hour workshops throughout the day on April 12, 2019 to introduce the new toolkit.

Objective 3: Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.

- Since Project Outcome for Academic Libraries launched, staff and members of the task force have delivered 19 presentations and workshops across the US, internationally, and online. An additional 21 workshops are scheduled in 16 states between September and December 2019, and 7 are provisionally scheduled for spring/summer 2020.

- *Earlier this year, ACRL announced the opportunity to bring an expert trainer to conferences or events to facilitate a free workshop on implementing outcome measurement using Project Outcome for Academic Libraries. Between April 2019 and summer 2020, ACRL is offering free Project Outcome for Academic Libraries workshops (1 hour or half-day) to ACRL chapters, consortia, or state/regional library association conferences. ACRL will schedule workshops on a first-come first-served basis dependent on presenter availability, and will cover costs for the presenter's travel, lodging, and workshop materials. Presentations have already taken place at 3 conferences as of 6/10/2019, an additional 11 presentations are scheduled to take place by the end of FY2019, and 20 are provisionally scheduled for FY2020.*

- *A free ACRL webinar was held Monday, February 4, 2019, to support librarians interested in conducting research on library contributions to student learning and success. During this live discussion, the chair and vice-chair of the Value of Academic Libraries Committee and a co-author of the Academic Library Impact report shared strategies for effectively using the report in planning new research. They also briefly discussed ACRL's current round of Academic Library Impact Research Grants and how to apply (deadline April 25).*

- *A free webinar, co-sponsored by ACRL and the National Institute for Learning Outcomes Assessment on November 14, was aimed specifically at soliciting input from assessment professionals in colleges and universities on ACRL Project Outcome for Academic Libraries as they refined and finalized language to be used in the final surveys included in the toolkit. In this session, Sara Goek and Emily Plagman, lead staff on the initiative, introduced POAL and how it can create opportunities for growth or change, explained the theory of change for learning outcomes in academic libraries, and shared initial results from field-testing of the new surveys.*

- *Member leaders delivered a ½ day workshop based on the Academic Library Impact report by member leaders Holly Mercer, Jill Becker and OCLC research lead author Lynn Silipigni Connaway at the Library Assessment Conference in Huston, TX, in early December.*
- *ACRL staff member Kara Malenfant spoke at the XVI International Conference on University Libraries about "Contribution of the library to success in the plans of the Institutions of Higher Education and Research" at the National Autonomous University of Mexico (UNAM) October 24-26, 2018, in México City.*

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

- A VAL subcommittee continues discussions to plan activities that would further this objective.

Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Objective 1: Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.

- ACRL is offering a webinar, "Developing Signature Pedagogies in Information Literacy" (October 21-November 15, 2019).
- 96 individuals, the maximum number, participated in the 2019 ACRL Information Literacy Immersion Program held at Loyola University Chicago, July 28-August 2, 2019. During this session Executive Director Davis read the resolution from the ACRL Board commending the 20th anniversary of the program and presented certificates to each of the facilitators present; certificates were mailed to the remaining facilitators.
- A four-part webcast series, "The Grounded Instruction Librarian: The Scholarship of Teaching and Learning" was offered July 11, 18, 25, and Aug. 1, 2019 and "Imposter Syndrome in Instruction Librarians: Impact and Solutions" (August 8, 2019).
- Sara Goek (ACRL) presented the keynote at the Statistics & Evaluation Section satellite conference on Aug. 22, "Project Outcome for Academic and Public Libraries: Outcome Measurement Made Easy."
- *C&RL* published "Affective Aspects of Instruction Librarians' Decisions to Adopt New Teaching Practices: Laying the Groundwork for Incremental Change" (Elizabeth Galoozis) in November 2019 issue; "A Seat at the Table: Information Literacy Assessment and Professional Legitimacy" (Robert Detmering, Samantha McClellan, Amber Willenborg), and "Reframing Information Literacy as Academic Cultural Capital: A Critical and Equity-Based Foundation for Practice, Assessment, and Scholarship" (Amanda L. Folk) in the July 2019 issue.
- The "Perspectives on the Framework" column in *C&RL News* published one article, "Pick your battles: Re-examining the Framework for community colleges" by Jillian Collier (October 2019).
- ACRL published *Building Teaching and Learning Communities: Creating Shared Meaning and Purpose* edited by Craig Gibson and Sharon Mader and *The Grounded Instruction Librarian: Participating in the Scholarship of Teaching and Learning* by edited by Melissa Mallon, Lauren Hays, Cara Bradley, Rhonda Huisman, and Jackie Belanger.
- ACRL offered one 2019 ALA Annual Conference program, "Providing Equivalent Experiences: Flipping the Library Orientation for Online Students."

- The ACRL Framework Sandbox received 22,397 total page views from September 1, 2019 – November 1, 2019.The Sandbox now provides access to 201 resources. Three resources were added since September 1, 2019 and 17 new contributor accounts were added during the same time period.

- The top 3 most popular resources to date (based on download counts) are: (1) Research Question Generator (downloaded 4,350 times); (2) The Blueprint for Hip Hop Information Literacy (Downloaded 3,849 times); (3) Ethical Use of Information in Presentations (downloaded 2,582 times).

- *ACRL offered 5 webcasts including: Teaching Online in Plain Language: Creating Clear Research Guides, Library Websites, and Online Instruction (4/2019); Five Advanced Search Techniques Students Should be Using More (4/24/2019), Developing Disciplinary Companion Documents to the ACRL Framework (5/15/2019), Controversial Topics and Difficult Dialogues - Strategies for Addressing Misinformation in the Library (6/12/2019), and Information Literacy in Context: Expanding Foundational Skills Instruction into the Disciplines (6/19/2019).*

- *The "Perspectives on the Framework" column of C&RL News published one article, "Information Literacy Faculty Fellows" by Stephanie Crowe, Anne Pemberton, and Vonzell Yeager (May 2019) as well as "Reframing from the Ground Up: Redesigning a Credit-Bearing Information Literacy Course Using the Framework for Information Literacy for Higher Education" (April 2019).*

- *C&RL published one article in this area: "Implementing the ACRL Framework: Reflections from the Field."*

- *The 2018 ACRL Academic Library Trends and Statistics surveyed library contributions to student success initiatives using high-impact practices as defined by the National Survey of Student Engagement. The findings are now available through ACRL Metrics.*

- *The ACRL Framework Sandbox received 84,008 total page views from Sept. 1, 2018 – June 9, 2019. The Sandbox now provides access to 192 resources. Thirty resources were added/revised since Sept. 1, 2018 and 62 new contributor accounts were added during the same time period. The top 3 most popular resources to date are: (1) The Blueprint for Hip Hop Information Literacy by KYmberly Keeton (Downloaded 3,632 times); (2) Research Question Generator (downloaded 3,223 times); (3) Ethical Use of Information in Presentations (downloaded 1,992 times).*

- *ACRL offered three webcasts including, Imposter Syndrome in Instruction Librarians: Impact and Solutions (2/28/2019) and Training LIS Students and New Librarians for Careers in Instruction Two-Part Series (3/6/2019 and 3/13/2019).*

- *The "Perspectives on the Framework" column of C&RL News published one article, "The art of information literacy: new competencies for art, architecture, and design learners" by Linden How, Amanda Meeks, Shannon Marie Robinson, Alyssa Vincent (Mar. 2019).*

- *The "Perspectives on the Framework" column of C&RL News published two articles including "Meet them in the proximal zone: Introducing framework concepts to 'novice learners' using reference sources" by Kristin E. C. Green (Nov. 2018), and "Defining and Teaching Information Literacy: Engaging Faculty and the Framework" by Elizabeth Dolinger (Jan. 2019).*

- *The ACRL Framework Sandbox received 62,514 total page views from Sept. 1, 2018 – March 27, 2019. The Sandbox now provides access to 188 resources. Twenty resources were added/revised since Sept. 1, 2018 and 43 new contributor accounts were added during the same time period. The top 3 most popular resources to date are: (1) The Blueprint for Hip Hop Information Literacy by KYmberly Keeton (Downloaded 2,848 times); (2) Ethical Use of Information in Presentations (downloaded 1879 times); (3) Scholarly Article Autopsy (downloaded 1,452 times).*

- *C&RL published seven articles in this area including: "Self-learning of Information Literacy Competencies in Higher Education: The Perspective of Social Sciences Students;" "The Academic Library's Contribution to Student Success: Library Instruction and GPA;" "Faculty Perceptions of Plagiarism: Insight for Librarians' Information Literacy Programs;" "Credit-Bearing Information Literacy*

Courses in Academic Libraries: Comparing Peers;" "Authentic Assessment of Student Learning in an Online Class: Implications for Embedded Practice;" "Library User Education as a Window to Understand Inquiry-Based Learning in the Context of Higher Education in Asia: A Comparative Study between Peking University and the University of Tsukuba;" "Instruction and Outreach for Transfer Students: A Colorado Case Study."

- *ACRL published Critical Approaches to Credit-Bearing Information Literacy Courses by Angela Pashia and Jessica Critten.*
- *Also published a review of Disciplinary Applications of Information Literacy Threshold Concepts by Samantha Godbey, Susan Beth Wainscott, and Xan Goodman, eds., for the Association of Research Libraries.*
- *ACRL published Motivating Students on a Time Budget: Pedagogical Frames and Lesson Plans for In-Person and Online Information Literacy Instruction.*
- *ACRL Student Learning and Information Literacy Committee is sponsoring "The Failure of Skepticism: Re-thinking Information Literacy and Political Polarization in a Post-Truth Era" to be held on Thursday Jan. 17, 2019 from 11-12pm (CST).*

Objective 2: Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

- *The ACRL Executive Director continued representing ACRL on an advisory Board for the IMLS-funded grant "The Impact of the Academic Library on Learning in the University." With the assistance of ReSEC an ACRL member was identified to participate in a Python/Learning Analytics workshop offered to advisory board members or their representatives.*
- *At Midwinter 2019, the Board created the National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force.*
- *The National Survey of Student Engagement (NSSE) has formally invited ACRL to collaborate on revising the Information Literacy module.*

Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

Objective 1: Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.

- *ACRL and SPARC are offering their joint forum at ALA Annual Conference in June on the topic "Collective Reinvestment in Open Infrastructure." Libraries are increasingly considering scaling back their subscriptions or cancelling big deals altogether. Yet, the question of how and where to reinvest the resources that become available is both far from settled and increasingly pressing. As we start to move away from the subscription model, we should be intentional about crafting the vision for open research communication we strive to build and how we intend to build it.*
- *ACRL and SPARC once again offer their popular forum at ALA Midwinter Meeting "Community Alignment & Equity for Emerging Scholarly Infrastructure," will be held Saturday, January 26th, 2019, 3:00-4:00p.m., at the Washington State Convention Center, Room 615-617. As we transition more fully into an open system for communicating the results of scholarship, the decisions that libraries make individually and collectively about what and whom to support—and under what terms—will determine whether we meaningfully address inequities created by legacy academic publishing systems or simply recreate them in new ways.*

- *Contributing authors to ACRL monographs continue to keep copyright of their work, can append a Creative Commons license of their choosing, and receive a copy of their final piece for deposit in their institutional repository.*
- *A list of open ACRL monographs can be found at http://www.ala.org/acrl/publications/booksanddigitalresources/digital.*
- *The Publications in Librarianship (PIL) monograph series has developed an open peer review process for their books which they intend to pilot with a manuscript in early calendar year 2020.*
- *College & Research Libraries continues to experiment with new models. The journal continues to explore ways to implement open models into the peer review process. The editorial board is also examining possible implementation of reviewer credits and a possible shift away from the traditional author designation to a contributor model, such as the CASRAI taxonomy.*

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, and power and privilege in knowledge creation systems.

- Leading up to Open Access Week (21-27, 2019) staff again took a more holistic approach to promoting ACRL resources and used all ACRL's channels assertively.
- ReSEC made updates to the Scholarly Communication Toolkit in advance of Open Access Week to provides context and resources on a broad range of scholarly communications topics and offers resources and tools for the practitioner.
- ACRL offered a free ACRL Presents webcast to celebrate Open Access Week titled "Open for Students and Educators: Open Educational Resources Level the Playing Field," on Tuesday, October 22, 2019. Again, staff promoted a wide number of resources, publications, and events to help the community prepare for, and participate in, Open Access Week.
- In October 2019, ACRL released a refresh to the look and feel of ACRL's scholarly communication webpage in October, given that the website is a major communication channel for people seeking information on those topics. Staff used a design and UX lens to add new graphic elements, bring in other related ACRL resources, and break things up into a few pages, giving a more contemporary feel to this part of the website.
- On October 15, ACRL issued a call for applications to host the subsidized version of the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" in 2020.
- In Late June, ACRL announced three new presenters for the ScholComm road show:
  - Jennifer Beamer, Scholarly Communications Librarian/Coordinator at the Claremont Colleges Consortium.
  - Sandra Enimil, Copyright Services Librarian and Program Director of Copyright Services at The Ohio State University.
  - John Martin, Scholarly Communication Librarian at the University of North Texas.
- *ACRL offered a free ACRL Presents webcast during Fair Use Week called "Digging for Gold with Bundles of Sticks: Copyright, Fair Use, and Text Data Mining," on Thursday, February 28, 2019.*
- *On December 4, ACRL released a Primer for Protecting Sensitive Data in Academic Research, prepared by ReSEC. This is a freely available communication resource about providing protections for sensitive data that may be used or produced in the course of conducting academic research. It provides a quick grounding in the whats, whys, and hows of current regulations and practices for protecting sensitive data. Based on work created in the Netherlands for the General Data Protection Regulation in EU law, ReSEC brought it into the United States context.*

- *Applications were due Nov 16 to host the subsidized version of the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" in 2019. ReSEC members reviewed applications and selected the following institutions: Auraria Library (Denver, CO), Delaware Valley Chapter of ACRL (Philadelphia, PA), University of North Alabama (Florence, AL), University of Oregon (Eugene, OR), and Utah Academic Library Consortium (Provo, UT).*
- *Leading up to Open Access Week (Oct 22-28, 2018) staff took a more holistic approach to promoting ACRL resources and used all ACRL's channels more assertively than in the past (blogging a month in advance "prepare for OA week with ACRL" then during the week Facebook, Twitter and Instagram every day for different resources). There was a noticeable uptick in engagement, see next 2 bullets.*
- *On Thursday, October 25, ACRL is hosted a free ACRL Presents webcast as part of Open Access Week 2018. "Open Data Repositories: Creating Equitable and Sustainable Data Access," was presented by Abigail Goben and Robert Sandusky, both associate professors at the University of Illinois at Chicago. 320 people registered and 117 attended the live event, which is a good deal higher attendance than a typical free ACRL Presents webcasts.*
- *ReSEC made updates to the Scholarly Communication Toolkit in advance of Open Access Week to provides context and resources on a broad range of scholarly communications topics and offers resources and tools for the practitioner. Toolkit usage was up significantly from a year ago– 33% increase in the weeks leading up (4,157 total views) and 79% increase during OA week itself (907 total views).*

Objective 3: Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

- On June 12, ACRL released "Open and Equitable Scholarly Communications: Creating a More Inclusive Future." Developed over the course of a year with leadership from the Research and Scholarly Environment Committee (ReSEC) and with a high degree of community involvement, this powerful new action-oriented research agenda encourages the community to make the scholarly communications system more open, inclusive, and equitable by outlining trends, encouraging practical actions, and clearly identifying the most strategic research questions to pursue. Beyond ACRL's promotion channels, we secured an American Libraries feature, Choice Authority File podcast, and Scholarly Kitchen blog post. The consultants, member leaders and senior staff proposed and were accepted to present at: Library Publishing Forum, Electronic Publishing Conference, and IFLA World Library and Information Congress. ACRL also offered free webcasts in late June and late August, with the latter focused on how to use ACRL's new research agenda in your library (highlighting Emerging Leaders project which developed use cases) and for future research (highlighting the research grants).
- On July 11, ACRL announced a new research grant program, allocating $30,000 in the 2020 fiscal year to offer grants of up to $5,000 each for new research in areas suggested by ACRL's new research agenda.
- *Progress continued on ACRL's new research agenda for scholarly communications and the research environment, titled "Open and Equitable Scholarly Communications: Creating a More Inclusive Future" with design and layout, page proofs vetted by authors, and production and publicity finalized for an expected release date of June 12. In addition to dissemination through the regular ACRL channels, we pitched the idea of special coverage through several channels and the report will be featured (with interviews with ReSEC chair and vice-chair) in the Scholarly Kitchen blog, CHOICE Authority File podcast, and American Libraries online supplement to ALA Annual Conference.*
- *ReSEC finalized details for a program to competitively award modest research grants of up to $5,000 each (totaling no more than $30,000 in FY 2020) to enable librarians to carry out new research in areas*

suggested by the forthcoming research agenda, and is incorporating lessons learned from VAL about their experience awarding similar grants. The full call for proposals will be issued in mid-June, concurrent with the release of the research agenda.

- *The lead authors of the scholarly communications research agenda submitted their final manuscript for review by ReSEC and copyediting, and it was returned to them with comments on April 1. The document will be released this summer as a free PDF download and for purchase in print. Conference presentations were proposed and accepted for: ACRL2019 conference, Cleveland, OH, April 13, 9:45 – 10:45 a.m.; Library Publishing Forum, Vancouver, BC, May 8-10, 2019; Electronic Publishing Conference, Marseille, France, June 2-4, 2019; ALA Annual Conference in Washington, DC, June 22, 2019, 9:00 - 10:00 a.m.; IFLA World Library and Information Congress, Athens Greece, August 24 - 30, 2019.*

- *ACRL released a draft of the scholarly communications research agenda for public comment on December 11, 2018 (deadline Friday January 11, 2019). Rebecca Kennison and Nancy Maron -- selected by ACRL to design, develop, and deliver the new research agenda -- have been hard at work since March 2018 with guidance and input from ACRL's Research and Scholarly Environment Committee (ReSEC). ACRL expects to release the final document in spring 2019 as a free PDF download and for purchase in print. ACRL member leaders have begun submitting conference proposals to present on the research agenda.*

- *In early December, a group of ALA Emerging Leaders selected ACRL's proposed project to promote the adoption and use of this forthcoming research agenda. With guidance from ReSEC, this group will develop plans to complement ACRL marketing and promotion strategies through official outlets. This could include targeted use cases for how different constituencies could use the ACRL research grants to address the areas of focus.*

- *ReSEC has begun initial conversations to design a program to competitively award modest research grants to enable librarians to carry out new research in areas suggested by the research agenda, consulting with VAL about their experience awarding similar grants.*

- *On December 5, 2018, ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy in response to the NIH Request for Information on Proposed Provisions for a Draft Data Management and Sharing Policy for NIH Funded or Supported Research.*

New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

Objective 1: Deepen ACRL's advocacy and support for the full range of the academic library workforce.

- NRCL completed their review and updating of the library job positions used by CUPA-HR in its salary survey. These updates and revisions were submitted to CUPA-HR in July for the next survey cycle beginning on November 1, 2019. The revised job descriptions are available here: http://www.ala.org/acrl/proftools/personnel.

- *NRCL is in the process of reviewing the existing library job positions used by CUPA-HR in its salary survey in order to determine if revisions to these descriptions are required. Specifically, are the existing titles and descriptions in need of modification; should any of the existing positions be eliminated; should any new positions be added. Feedback is due to CUPA-HR before August 2019 in order to incorporate the changes for the next survey cycle starting November 1, 2019.*

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and descriptions in need of modification; should any of the existing positions be eliminated; should any new positions be added. Feedback is due to CUPA-HR before August 2019 in order to incorporate the changes for the next survey cycle starting November 1, 2019.

Objective 2: Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.

- After an open and competitive call for curriculum designers/presenters, application review, and interviews, four designers/presenters were chosen by NRCL to design and deliver the new Open Educational Resources (OER) RoadShow:
    - Heather Blicher, E-Learning Librarian and Assistant Professor, Southern New Hampshire University
    - Kathy Essmiller, OER Librarian and Library Liaison to Music and Theatre Departments, Oklahoma State University
    - Michelle Reed, Director of Open Educational Resources, University of Texas at Arlington (interim OER RoadShow presenter/coordinator)
    - Ariana E. Santiago, Open Educational Resources Coordinator, University of Houston

  With the guidance of NRCL's OER subgroup, work has begun on the curriculum design and the RoadShow is expected to launch in summer 2020.
- After an open and competitive call for curriculum designers, NRCL's change course subgroup interviewed and chose the team of Dani Brecher Cook, Cinthya Ippoliti, and Brianna Marshall to plan and develop an asynchronous online learning course on change management that includes self-guided, self-paced readings and activities, as well as activities and exercises to be completed as a team. The change course subgroup expects the draft curriculum for review in December 2019. "Leading Change" is scheduled to debut in early 2020 and will be freely available from the ACRL website.
- *After an open and competitive call for curriculum designers, NRCL's change course subgroup interviewed and chose the team of Dani Brecher Cook, Cinthya Ippoliti, and Brianna Marshall to plan and develop an asynchronous online learning course on change management that includes self-guided, self-paced readings and activities, as well as activities and exercises to be completed as a team. "Leading Change" is scheduled to debut in early 2020 and will be freely available from the ACRL website.*
- *The OER constellation subgroup issued a call for curriculum designers/presenters for an Open Educational Resources and Affordability RoadShow in April 2019. They are in the process of reviewing applications and interviewing candidates and will have the designers/presenters chosen by August 1, 2019. The RoadShow is expected to launch in Spring 2020.*
- *The OER constellation subgroup will release their call for curriculum designers/presenters for an OER and Affordability RoadShow in April. They expect to have the designers/presenters chosen in June and the RoadShow to launch in Spring 2020.*
- *A subgroup of the committee is interviewing instructional designers who applied to create a self-guided, online course on leading change, set to be developed and launched by the end of fiscal year 2019.*
- *An OER constellation subgroup is planning to issue a call for curriculum designers/presenters this fiscal year for an OER RoadShow to launch in fiscal year 2020.*

Objective 3: Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

- NRCL is exploring ways that ACRL could support initiatives in equity, diversity, and inclusion through the lens of the evolving roles and the changing world in academic libraries using a diversity pipeline. Six points of entry into the profession and/or pain points have been identified—Pre-MLIS, MLIS, Non-MLIS, First Job, Retention, and Advancement—and the committee has divided into six teams to explore each area and determine concrete implementation ideas.
- *NRCL is exploring ways that ACRL could support initiatives in equity, diversity, and inclusion through the lens of the evolving roles and the changing world in academic libraries using a diversity pipeline.*
- *NRCL is exploring ways that ACRL could support initiatives in equity, diversity, and inclusion through the lens of the evolving roles and the changing world in academic libraries using a diversity pipeline.*

Core Commitment to Equity, Diversity and Inclusion (EDI)

- In support of ACRL's Core Commitment to Equity, Diversity, and Inclusion, the ACRL 2021 Coordinating Committee developed an Equity Statement that is included in the ACRL 2021 Call for Participation. The committee strives to develop an inclusive conference program that reflects the library community's diverse range of race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability.
  In addition, in order to allow as many individuals as possible to participate as conference presenters, the committee established presentation limits for the first time at an ACRL Conference. An individual can present a maximum of two times at ACRL 2021, regardless of session format or presenter role.
- On September 24, 2019, a call for volunteers was posted for a joint ACRL/ARL/ODLOS/PLA task force to develop a framework for cultural proficiencies in racial equity. Application review is currently underway, and appointments will be sent in November. The task force has an ambitious timeline, with an interim report developed by March 2020 and a final document in June 2020. The Task Force will include 8-10 members from public and academic (including community college representation) libraries with expertise in equity, diversity and experience building inclusive cultures.
- The ACRL Digital Scholarship Section and the Literatures in English Section offered EDI training to their committee chairs and members on September 6, 2019 conducted by DeEtta Jones & Associates facilitators: Tyler Dzuba, Manager, Learning and Organizational Development, and Maisha Carey, Organizational Development and Learning Librarian at the University of Delaware Library.
- The ACRL ULS Professional Development Committee offered a free online presentation, "Raise Your Voice: Increasing Diversity and Inclusion by Participating in Scholarly Peer Review," on September 10, 2019.
- ACRL Executive Director Mary Ellen Davis and ACRL Program Manager for Strategic Initiatives Allison Payne attended IDEAL '19: Advancing Inclusion, Diversity, Equity, and Accessibility in Libraries & Archives at the Ohio State University on August 6-7, 2019.
- ACRL sponsored six 2019 Annual Conference programs: "Climbing the Ladder: African American Deans and Directors Speak on Leadership," "Pitfalls of neutrality: What does inclusivity mean in libraries," "President's Program: Equity, Diversity, Inclusion… and Leadership: Where Do We Go from Here?" "Will They Stay, or Will They Go? 'Sense of Belonging' as a Foundation for Creating Inclusive Library Services for International Students," "Minority-Serving Institution Academic Libraries: Responsive Leadership, Transformative Services and Radical Inclusion," "Difficult Discussions: Diversity in Digital Collections and Archives."
- *ACRL ED Davis had several conversations with the ARL's ED Mary Lee Kennedy regarding how the associations could work together on EDI issues. Davis brought into these conversations the ED of the*

Public Library Association and the director of the ALA Office of Diversity and Library Outreach Services. Plans are underway to write a grant to IMLS for a September submission to develop a cultural competency framework. Much more to be done this summer to see if this can be finalized. ACRL's EDI Committee chair and vice-chair were supportive of this idea.

- ACRL awarded $12,000 in Immersion scholarships to support the participation of six academic and research librarians from under-represented backgrounds or working at under-represented institutions to attend the 2019 Immersion Program.
- ACRL awarded $30,710 in ACRL 2019 Conference scholarships to support the participation of 40 academic librarians, support staff, and students from under-represented backgrounds or working at under-represented institutions.
- ACRL awarded 13 RBMS 2019 Conference scholarships to support the participation of 13 academic librarians and students from under-represented backgrounds or working at under-represented institutions.
- ACRL published an [EDI LibGuide](), which includes ACRL's accomplishments for its Core Commitment.
- The ACRL 2019 Conference offered 9 sessions on EDI including: "Belonging, Intentionality, and Study Space for Minoritized and Privileged Students;" "Challenging the 'Good Fit' Narrative: Creating Inclusive Recruitment Practices in Academic Libraries;" "Diversity, Equity, and Inclusion: A Conceptual Framework for Instruction;" "Expanding the Narrative of Intercultural Competence: A Study of Library Faculty and Staff;" "How Do We Help? Academic Libraries and Students with Autism Spectrum Disorder;" "Narratives of (Dis)Engagement: Exploring Black/African-American Undergraduate Students' Experiences with Libraries;" "Quantifying the #metoo Narrative: Incidence and Prevalence of Sexual Harassment in Academic Libraries;" "Recasting an Inclusive Narrative: Exploring Intersectional Theory;" "Sexual Harassment in the Library: Understanding Experiences and Taking Action."
- ACRL provided $7,000 to support one ALA Spectrum Scholar in FY19.
- ACRL provided $6,500 in matching funds to support the Giving Tuesday fundraising efforts of the Office for Diversity, Literacy, and Outreach Services. (The funds were matched by donors by December 31, 2019).
- ACRL staff arranged EDI sessions for ACRL institute and roadshow presenters and the general membership including:
  - Jody Gray, Director, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led "ACRL Presenter Training 3: Uncovering Privilege" at the ACRL 2019 Conference for ACRL RoadShow presenter teams, the ACRL Immersion team, and the members of ACRL's EDI and goal area committees.
  - Jody Gray, Director, and Kristin Lahurd, Assistant Director for Continuing Education, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led two webinar training sessions for RoadShow presenters and the ACRL Immersion team: "ACRL Presenter Training 1: Cultural Competence" and "ACRL Presenter Training 2: Implicit Bias."
  - ODLOS Director Jody Gray held two ally trainings, "Advocating for Social Justice: The Role of the Ally," which was made available for all registrants for the ACRL 2019 Conference.
- The ACRL Diversity Alliance held an ACRL 2019 Preconference, "Taking Charge of Your Narrative." The Preconference attendees heard from nationally recognized speakers on developing a leadership narrative. In addition, participants worked through a career planning tool to develop a road map.
- The ACRL 2019 Conference included its first land acknowledgment at its opening keynote and also provided a set of resources on the Conference website. https://conference.acrl.org/land-acknowledgement-resources/

- *ACRL staff arranged for Anne Phibbs, a diversity consultant working with ALA to provide training at the Leadership Council on micro-aggressions, implicit bias, and how to be an ally.*
- *The process for appointments was made more inclusive and transparent. The Appointments Board Working Group made recommendations and updated materials to complete the following for the current cycle:*
  - *Appointments marketing was updated to include more welcoming language on the ACRL volunteer form, webpage, and social media.*
  - *The decline letter that is sent to non-appointed volunteers was reviewed and edited to expand on opportunities for engagement.*
  - *Members who volunteered for a committee or section appointment had the option to answer several demographics questions.*
  - *ACRL compiled demographics data, and Karen will share a summary report when the majority of appointments have been completed later this spring. ACRL will continue to include these optional demographics questions, so ACRL can better understand and work to make the appointments process more inclusive.*
- *Membership group leaders will receive additional EDI updates during their annual online orientation that will take place in May 2019. Leaders will learn about ACRL's Core Commitment to EDI, appointments inclusivity, the Diversity Alliance, and other EDI initiatives.*
- *At Midwinter 2019, the Board approved $7,000 disbursement to fund an additional Spectrum Scholar from the ACRL Friends Advancement Fund in FY20.*
- *At Midwinter 2019, the Board made the following membership group updates:*
  - *Revised the charge for the Budget & Finance Committee to align their charge with ACRL's Core Commitment to equity, diversity, and inclusion.*
  - *Renamed the Diversity Committee to the Equity, Diversity and Inclusion Committee, and approved the addition of the past-chair position in the committee's composition rules.*
  - *Extended the Diversity Alliance Task Force's terms through June 30, 2020.*
- *The Board approved a revised strategic plan that includes a "core commitment" to equity, diversity and inclusion.*
- *ACRL will host its Presidential Forum, [Climbing the Stairs to Diversity & Inclusion Success](#), at the Midwinter Meeting, featuring Terryl Ross, Assistant Dean of Diversity, Equity, and Inclusion, University of Washington College of the Environment.*
- *The ACRL Diversity Alliance sent out renewals to its members and there are currently 33 members with 7 applications in process. Additional reminder notices are being sent.*
- *The Diversity Alliance is offering a preconference to the ACRL 2019 session, "Taking Charge of Your Narrative."*
- *Optional demographic questions related to EDI were added to the ACRL Volunteer Database.*
- *ACRL is working with the ALA Office for Diversity, Literacy, and Outreach Services (ODLOS) to provide EDI orientation to ACRL RoadShow presenters.*
- *The Information Literacy Immersion faculty will have additional orientation/training during two half-day sessions after the ACRL Conference in Cleveland, facilitated by the Diversity Center of Northeast Ohio. The training will center on EDI issues including privilege and systemic inequities as well as an examination of the Immersion curriculum for potential updates and changes.*
- *ACRL is cosponsoring with Ohio State University and ARL the IDEAL '19: Advancing Inclusion, Diversity, Equity, and Accessibility in Libraries & Archives to be held August 6–7, 2019, in Columbus, Ohio. ACRL worked with ALA to secure space at the ALA MW meeting for IDEAL planners to promote the conference.*

- *The theme of ACRL's 2019 Conference, "Recasting the Narrative," directly supports the core commitment, and offers three keynote sessions, several invited papers, chair's choice, and many breakout sessions and posters related to EDI.*
- *This fall, the Dr. E. J. Josey Spectrum Scholar Mentor Program Committee paired 17 ALA Spectrum Scholars interested in pursuing academic librarianship with a mentor from an academic library and also completed a brief early assessment of the cohort paired in the spring of 2018. A free mentoring tips webinar was offered exclusively for the mentors in this program by cross-cultural mentoring trainer Alanna Aiko Moore, Librarian for Ethnic Studies, Critical Gender Studies, and Sociology at UC San Diego Library and herself a 2003 ALA Spectrum Scholar.*
- *The Dr. E. J. Josey Spectrum Scholar Mentor Program Committee selected the recipients of the six Spectrum Scholar Travel Grants for the ACRL 2019 Conference.*
- *On Jan. 31, ACRL e-learning is presenting the webcast "Be Proactive: Overcoming Biases and Microaggressions in the Workplace," http://www.ala.org/acrl/onlinelearning/overcomingbiases, based on the presenters' two-part series in C&RL News, "Minimizing and addressing microaggressions in the workplace," https://crln.acrl.org/index.php/crlnews/article/view/17370 and https://crln.acrl.org/index.php/crlnews/article/view/17431/19237.*
- *ACRL is offering $12,000 in Immersion scholarships to support the participation of academic and research librarians from under-represented backgrounds or working at under-represented institutions at the 2019 Immersion Program.*
- *ACRL is issuing a call for new Immersion Program Facilitators with an emphasis on hiring individuals who have a wide range of knowledge and diverse lived experiences, inside and outside of libraries.*

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

Advocating to accreditation agencies
- *In March 2019, submitted comments to the Northwest Commission on Colleges and Universities (NWCCU) Bylaws, Standards, and Policies Committee regarding the elimination of "librarians" from the draft 2020 Standards for Accreditation.*

Strengthening partnerships with other organizations
- The ACRL Executive Director and President attended the fall membership meeting of the Association of Research Libraries, held in Washington, DC.
- *The ACRL Executive Director and President attended the spring membership meeting of the Association of Research Libraries, held on the campus of the University of Minnesota.*
- *Staff met with staff from the American Association of Law Libraries to share with them how ACRL developed its consulting services.*
- *ED Davis and Senior Strategist Kara Malenfant met with international librarians from academic libraries visiting ALA HQ in conjunction with the Mortenson Library Fellows program.*
- *The ACRL Executive Director and President attended the Coalition for Networked Information (CNI) meeting in December.*
- *ACRL continued to provide financial support to the ALA Policy Corps for the second year, and ACRL is represented on the working group by Jonathan Miller of Williams College and ACRL staff member Kara*

Malenfant. In early November, ACRL promoted the opportunity to apply to participate as a member of the Policy Corps. The Executive Director participated in a curriculum planning session in early January to consider how new policy corps members and existing ones can best be supported/trained to do public outreach/advocacy.

- *ACRL staff member Kara Malenfant co-presented with the Executive Director of the National Institute of Learning Outcomes Assessment (NILOA), at their invitation, during a webinar for correctional librarians organized by the National Institute of Corrections on November 13 as part of their monthly series. She shared the results of Assessment in Action.*
- *Executive Director Mary Ellen Davis met with the Executive Director of the Association of Research Libraries to explore areas of mutual interest.*
- *ED Davis attended the fall meeting of the Council of Higher Education Management Associations (CHEMA) in DC.*
- *ED Davis met with Paula Krebs, Executive Director of the Modern Language Association to explore areas of mutual interest and possible collaborations.*

Communication on major issues and trends in libraries and higher education

- In September ED Davis and Kara Malenfant attended an invitational meeting of members, experts, and ALA staff at ALA's Public Policy and Advocacy office in Washington, DC to discuss strategies on contract override.
- On July 24, 2019, ACRL signed a collective letter with other academic associations and societies to express support for the right of scholars and academics to sign the Academics for Peace Petition in Turkey.
- In July 2019, ACRL submitted on behalf of the Board, feedback on resources that will help ALA develop resources for libraries on how to move toward a fine-free model.
- As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:
  - September 27, 2019, filed an amicus brief in support of Roy A. Cooper, III, Governor of North Carolina, in Allen v. Cooper, arguing that abrogation of state sovereign immunity would have a negative impact on the digital preservation initiatives of state-run libraries and archives.
  - July 31, LCA created a map showing the application of the Fair Use and Fair Dealing doctrines around the world.
- *As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:*
  - *Launched a redesigned website in May 2019.*
  - *On May 6, 2019, joined the State of Georgia v. Public Resource amicus brief in support of Public Resource.*
- *On April 4, 2019, ACRL joined 14 other higher education associations in endorsing the Affordable College Textbook Act, reintroduced by U.S. Senators Dick Durbin (D-IL), Angus King (I-ME), Tina Smith (D-MN), and Kyrsten Sinema (D-AZ), along with U.S. Representative Joe Neguse (D-CO-02). This bicameral legislation is designed to help students manage costs by making high quality textbooks easily accessible to students, professors, and the public for free.*
- *On March 4, 2019, ACRL joined a number of professional societies representing tens of thousands of faculty members and students from humanistic and social scientific disciplines in signing a letter expressing deep concern about Alaska Governor Mike Dunleavy's proposed funding cuts for higher education.*
- *As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:*

- o *On March 28, 2019, issued a statement congratulating Karyn Temple on her appointment to Register of Copyrights by Dr. Carla Hayden, Librarian of Congress after a more than two-year tenure as Acting Register.*
  - o *On February 5, 2019, joined the Electronic Frontier Foundation in responding to the U.S. Dept. of Commerce, LAB(S): National Institute of Standards and Technology draft Green Paper on the "Return on Investment Initiative" to stimulate commercialization of federally funded R&D*
- *On December 5, 2018, ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy in response to the NIH Request for Information on Proposed Provisions for a Draft Data Management and Sharing Policy for NIH Funded or Supported Research.*
- *ACRL Executive Director Davis co-presented with Jon Cawthorne, Wayne State University, and Sarah Shreeves, The University of Arizona, on "[Creating the Contemporary Library]," on November 1, 2018 at the EDUCAUSE Annual Conference.*
- *As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:*
  - o *Continued advocating against the S. 1010 Register of Copyrights Selection and Accountability Act, which was scheduled for markup by the Senate Committee on Rules & Administration on Dec 4 and postponed until Dec 12.*
  - o *On November 20, 2018, LCA submitted comments on noncommercial uses of pre-1972 sound recordings to the United States Copyright Office.*

Education

Leadership Institutes
- *ACRL is once again partnering with other higher education associations to offer the Women's Leadership Institute in Amelia Island, December 9-12, 2019. Through presentations, small-group exercises, and discussion, the program will offer a practical understanding of what it takes to be a leader on a college or university campus*
- *ACRL and Harvard will hold a reception for LIAL program alumni and prospective participants at the upcoming Midwinter Meeting.*

Immersion Institutes
- 96 individuals, the maximum number, participated in the 2019 Immersion Program which will be held at Loyola University Chicago, July 28-August 2, 2019. The 2020 Immersion Program will be held at Loyola University Chicago, August 2-7, 2020.
- *Seven applicants were selected to join the Immersion Facilitator Team. The call and hiring process had an emphasis on ACRL's commitment to inclusive hiring and to help attract candidates from diverse backgrounds. New facilitators are: Veronica Arellano Douglas is the Instruction Coordinator/Assistant Librarian at the University of Houston; Ashleigh Coren is the Special Collections Librarian for Teaching and Learning at the University of Maryland; Carlos Duarte is the Outreach & Intergeneration Librarian at the University of Colorado, Colorado Springs; Michelle Gohr is Librarian, First Year Experience at Arizona State University; Sofia Leung is the Teaching and Learning Program Manager and Librarian for Comparative Media Studies/Writing at MIT Libraries; Jessie Loyer is Librarian at Mount Royal University; Rachel McCaskill is the Instruction and Academic Engagement Librarian at St. Norbert College.*
- *Registration is available for the 2019 Immersion Program which will be held at Loyola University Chicago, July 28-August 2, 2019.*
- *36 individuals submitted applications in response to the Call for New Immersion Faculty. The selection committee is currently interviewing applicants, with decisions to be made by late April. The Call and*

hiring process has an emphasis on ACRL's commitment to inclusive hiring and to help attract candidates from diverse backgrounds.

- *The 2019 Immersion Program will be held at Loyola University Chicago, July 28-August 2, 2019. Registration will open in January 2019.*
- *A Call for New Immersion Faculty will be issued in January 2019, with applications due March 1, 2019. New faculty will be hired by May 2019 in order to shadow the summer program. Anne Behler, Immersion Program Committee, is chairing the search. The Call and hiring process will have an emphasis on ACRL's commitment to inclusive hiring and attracting candidates from diverse backgrounds.*

Licensed Workshops

- As of October 31, 2019, 2 licensed workshops (RoadShows) have been delivered in FY20. 10 additional workshops have been scheduled for FY20, not including the assumed five annual subsidized Scholarly Communication workshops. The full breakdown of completed and forthcoming workshop deliveries for FY20 is in the table below:

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards
Completed (FY20)	0	0	0	0	0	2
Confirmed forthcoming (FY20)	3	2	2	1	5 subsidized (assumed)	2

- The Intersections RoadShow will be sunsetted as of winter 2020 after delivering its final two workshops.
- *As of June 7, 2019, 23 licensed workshops (RoadShows) and one paid webinar have been delivered since September 2018. 2 additional workshops have been scheduled for FY19. The full breakdown of completed and forthcoming workshop deliveries for FY19 is in the table below:*

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards
Completed (FY19)	7	4	1	3	6 (5 subsidized)	2 workshops, 1 webinar
Confirmed forthcoming (FY19)	1	0	0	1	0	0

- *Jody Gray, Director, and Kristin Lahurd, Assistant Director for Continuing Education, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led two webinar training sessions for RoadShow presenters and the ACRL Immersion team: "ACRL Presenter Training 1: Cultural Competence" and "ACRL Presenter Training 2: Implicit Bias."*

- *As of April 5, 2019, 16 licensed workshops (RoadShows) and one paid webinar have been delivered since September 2018. 9 additional workshops have been scheduled for FY19, including the five annual subsidized Scholarly Communication workshop offerings. The full breakdown of completed and forthcoming workshop deliveries for FY19 is in the table below:*

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards
Completed (FY19)	6	3	1	2	2 (1 subsidized)	2 workshops, 1 webinar
Confirmed forthcoming (FY19)	1	1	0	3	4 subsidized	0

- *As of January 11, 2019, 8 licensed workshops (RoadShows) have been delivered since September 2018. 16 additional workshops have been scheduled for FY19, including the five annual subsidized Scholarly Communication workshop offerings. The full breakdown of completed and forthcoming workshop deliveries for FY19 is in the table below:*

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards
Completed (FY19)	*4*	*1*	*0*	*1*	*0*	*2*
Confirmed forthcoming (FY19)	*3*	*3*	*1*	*3*	*6 (5 subsidized)*	*0*

- *ACRL continues to offer its RoadShows as preconferences at ALA conferences. The Intersections RoadShow is scheduled to be delivered in Seattle before the 2019 Midwinter Meeting, and the RDM RoadShow will be delivered in Washington, DC, before the 2019 Annual Conference.*
- *ACRL will highlight the RoadShows during a "RoadShow Showcase" at the ACRL 2019 Conference in Cleveland, OH. Presenters from each RoadShow will be present to discuss and answer questions about the workshops to conference attendees.*

ACRL Conference

- ACRL 2021, "Ascending into an Open Future" will be held in Seattle, April 14-17, 2021. The Call for Participation was announced in November. Contributed paper, panel session, preconference and workshop proposals are due May 8, 2020. Lightning talk, digital poster session, roundtable discussion, TechConnect and virtual conference webcast proposals are due October 9, 2020. Details are on the conference website at https://conference.acrl.org/.
- *More than 4,000 library staff, exhibitors, speakers and guests from around the world, met April 10-13, in Cleveland for the ACRL 2019 conference.*

ACRL 2019 (Cleveland, Ohio) - Recasting the Narrative
Registrants (Face-to-face - full and daily): 3,102
Registrants (Virtual Conference): 337 (calculated w/group participation)
Guests/Staff/Others: 233
Exhibitors: 1,033
Total: 4,705

- *The face-to-face registration figure of 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) represents **101%** of our 100% of F2F registration revenue ($1,289,556) and **98%** of our 100% total budget, including F2F+VC ($1,328,834). Registration revenue is $1,303,305.*
- *ACRL held a fundraising campaign that awarded 170 conference scholarships, totaling a record-breaking $124,210, for librarians and staff to attend ACRL 2019.*
- *Colleagues fundraising committee worked exceedingly hard to secure donations; pledges came in at $407,350 which is 136% of the $300,000 fundraising goal. Donations in hand total $387,850 so still a few payments to track down.*
- *ACRL held a fundraising campaign that awarded 170 conference scholarships, totaling a record-breaking $124,210, for librarians and staff to attend ACRL 2019. Eighty-five of these scholarships (over $66,000 in value) came from the ACRL Scholarship Campaign.*
- *330 exhibit booths and 15 tabletops representing 224 companies were sold for ACRL 2019. More than $844,000 came in through booth sales.*
- *The final evaluation report will be available by Annual Conference, but preliminary results are encouraging.*
  - *More than **9 out of 10 attendees (93.0%)** characterized their experience at ACRL 2019 as either "very positive" (45.1%) or "positive" (47.9%).*
  - ***The majority of respondents (90.0%)** would recommend the ACRL Conference to a colleague.*
  - *89.6% of respondents strongly agreed or agreed (the top two responses) that the conference provided a **welcoming and inclusive environment**; 88.2% of respondents strongly agreed or agreed that they **learned something** they would quickly apply to their work. Another 87.2% of respondents strongly agreed or agreed that they **were inspired** to think of their own unique solution/innovation to apply to their work. 64.5% of respondents strongly agreed or agreed that they **established one or more connections** with people they did not know and plan to maintain.*
  - *The **top three factors** that influenced people's decision to attend ACRL 2019 were to keep up to date professionally (59.2%); to seek out new approaches to their work (46.39%); and the program content (39.1%).*
  - *When asked to identify the **two best aspects of the conference**, the majority of respondents indicated: 1. networking/connecting with colleagues, and 2. programs. Additional responses included keynote speakers, academic focus, location, and presence of EDI throughout presentations.*
- *ACRL 2019 offered more than 500 peer-reviewed programs, the most ever for an ACRL conference. Key topics of discussion focused on advocacy, equity, diversity, and inclusion, teaching and learning, open access and a variety of other issues affecting university and college libraries. Keynote speakers included Michele Norris, a Peabody Award-winning journalist, founder of The Race Card Project and Executive Director of The Bridge, the Aspen Institute's new program on race, identity, connectivity and inclusion. In his keynote speech, Viet Thanh Nguyen, Pulitzer Prize-winning author of "The Sympathizer," addressed issues of racism and inequality. Alison Bechdel, an internationally beloved cartoonist whose darkly humorous graphic memoirs, astute writing and evocative drawing have forged an unlikely intimacy with a wide and disparate range of readers, was the closing keynote speaker.*
- *Approximately 337 attendees who were not able to travel to Cleveland participated virtually. The ACRL 2019 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 2019. For the first time, archives of the digital poster sessions are also available. All conference attendees (both virtual and onsite paid registrations) will have access to the Virtual Conference community for the next year.

- *There are currently 330 exhibit booths representing 224 companies, 95% of budget with $844,388 in revenue.*
- *ACRL awarded 170 scholarships in five categories worth a record-breaking $124,210. Eighty-five of these scholarships (over $66,000 in value) came from the ACRL Scholarship Campaign.*
- *ACRL 2019 will offer more than 500 conference programs carefully selected and presented by leaders in the profession offering insights and inspiration to enhance your library's programs and services. The ACRL 2019 Virtual Conference archive will be available until April 2020.*
- *A complete summary and evaluation report will be available later this spring after the conference.*
- *October 5 was the deadline for scholarship applications. We received 336 total applications, with the breakdown as follows: 155 early-career, 82 mid-career, 60 student, and 39 support staff. Notifications were issued in December to the 149 scholarship recipients.*
- *October 12 was deadline for poster, roundtable, TechConnect, and Virtual Conference webcast submissions. Notifications will be issued by early January 2019. ACRL received 846 submissions across the four formats. Notifications were issued in December.*
- *New features and events include Lightning Talks, Trivia Night, Quiet Lounge, Desk Yoga, Xtended Reality, and more.*

Conferences, Preconferences and workshops

- The 60th Annual RBMS Conference took place June 18 – 21, 2019 in Baltimore, Maryland. The theme was Response & Responsibility: Special Collections and Climate Change. Registration and housing sold out with a maximum of 534 participants due to venue capacity. There were many positive comments from attendees regarding networking opportunities, the plenary sessions, the efforts towards sustainability and the reception at the George Peabody as conference highlights. There was also some feedback received concerning the need for more diverse representation in presentations as well as some inclusivity concerns across the conference experience. These concerns were shared with the RBMS Executive Committee, Diversity Committee, and the leadership for the next year's conference and were responded to onsite and post-conference.
- *RBMS leaders are exploring with ACRL staff and Society of American Archivist staff the possibility of a joint conference. Staff have participated in several exploratory calls and provided them with membership overlap data and a path to propose a joint conference to the Board.*
- *The ACRL preconference, "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work," scheduled to be offered at the 2019 ALA Annual Conference was cancelled due to low registration.*
- *ACRL is offering the full-day preconference, "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work," as an ALA Annual Conference preconference on June 21, 2019*

Annual Conference Programs

- ACRL received 79 program submissions for the 2020 ALA Annual Conference. The ACRL Professional Development Committee reviewed proposals and selected 21 programs (# of program slots was

designated by ALA Conference Services). Based on the large number of submissions, the acceptance rate for 2020 Annual Programs was only 26%.

- *The deadline for 2020 program proposals is September 10, 2019. Program proposals will be submitted via a centralized submission site for all ALA Divisions, RoundTables, Committees, and Offices.*

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
Controversial Topics and Difficult Dialogues - Strategies for Addressing Misinformation in the Library	Webcast	4/24/2019	12	8	80%	98%	40%	10
FOUR-PART WEBCAST SERIES The Grounded Instruction Librarian: The Scholarship of Teaching and Learning	Webcast Series	7/11/2019 7/18/2019 7/25/2019 8/1/2019	54	17	82%	88%	67%	12
Imposter Syndrome in Instruction Librarians: Impact and Solutions	Webcast	8/14/2019	10	3	100%	92%	67%	6
Developing Signature Pedagogies in Information Literacy	Online Course	10/21/2019-11/15/2019	36		TBD			

Member Engagement

Membership units/Governance

- The ACRL Board of Directors held a Strategic Planning & Orientation Session in Chicago in October 2019 that included chairs/vice-chairs of the four goal area committees and the EDI Committee as well as senior staff.
- A make-up orientation for a new Board member that could not participate at the ALA Annual Conference was held in August.

- *In May flipped classroom orientation sessions were offered and followed up by synchronous Q&A sessions held for newly appointed and elected chairs of ACRL committees, sections, interest groups, discussion groups, etc.*
- *ACRL Vice President Karen Munro and ACRL ED Mary Ellen Davis attended the ASAE CEO symposium February 4-5, 2019.*
- *On November 16, 2018, the Board approved dissolution of the Library and Information Science Interest Group.*
- *On November 16, 2018, the Board approved dissolution of the Institutional Research Interest Group.*
- *On November 16, 2018, the Board approved to change the ACRL/LLAMA Interdivisional Committee on Building Resources to the ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board, with a new charge. The committee will now be a component editorial board of the ACRL Publications Coordinating Committee.*
- *ACRL leaders gave presentations at the following chapters:*
  - *Mississippi, October 17, 2018, President Lauren Pressley*
  - *Oregon-Washington, October 25, 2018, Past, Past President Irene M.H. Herold (as current officers not available)*
  - Missouri, October 3, 2019, Past President Lauren Pressley
- *The ACRL Board of Directors held a Strategic Planning and Orientation Session in Cleveland this fall that included the chairs and vice-chairs of the four goal area committees and the Diversity Committee as well as senior staff.*

Awards

- ACRL announced the call for 2020 award nominations in September. Nominations for most awards are due on December 6, 2019.
- *The EBSS Distinguished Education and Behavioral Sciences Librarian Award has received new sponsorship from the American Psychological Association. The award had previously gone unsponsored since losing sponsorship in 2013.*
- *The ACRL President and ED presented the Excellence Award to Case Western University on April 9, just prior to the start of the ACRL 2019 Conference. CWU provided a lovely reception and their provost spoke eloquently about the important role of libraries.*
- *Kaetrena Davis Kendrick was named the 2019 Academic/Research Librarian of the Year. She was presented with her award during the Middle Keynote at the ACRL 2019 Conference.*
- *The winners of the 2019 Excellence in Academic Libraries Awards were selected in the following categories, and have all hosted award ceremonies on their respective campuses:*
  - *College: Swarthmore College (May 29, 2019 ceremony, Lauren Pressley attended)*
  - *Community College: College of Western Idaho (March 1, 2019 ceremony, Lauren Pressley attended)*
  - *University: Case Western Reserve University (April 9, 2019 ceremony, Lauren Pressley and Mary Ellen K. Davis attended)*
- *Applications were received for 20 ACRL awards (STS Innovation Award not offered in 2019 award season). Award committees will convene to select winners either before or during the ALA Midwinter Meeting.*
- *ACRL Past President Cheryl Middleton and Executive Director Davis attended the presentation of the "I Love My Librarian" Award at the Carnegie Foundation in New York City. This year's event included a luncheon with the winners and the type of library division officers serving on the selection committee and the Executive Directors.*

Special events at ALA Conferences
- 12 ACRL units held special events during the ALA Annual Conference in Washington DC.
- ACRL sections and interest groups will host 5 social events during the ALA Midwinter Meeting in Philadelphia.

Consulting services
- Planning an external review for a private international university, to take place in November 2019.
- Planning a day long retreat on communication for a private college to be delivered in November 2019.
- Conducted external reviews for a public university (June 2019), a private college (September 2019), and a private university (October 2019).
- Recruited and onboarded a new adjunct consultant (August-September 2019)
- Conducted a half-day guided discussion at a private college (September 2019).
- Conducted a 1-day strategic planning retreat for a public university (September 2019)
- Planning and delivering a strategic planning process for a library consortium (June 1-Dec 31, 2019)
- Through ACRL consulting, Karen Brown, is providing Census 2020 engagement and training activities for the ALA Washington Office from April 1, 2019-March 31, 2020.
- *Proposal for library review sent to an international university.*
- *Meet the consultant hours were offered at the ACRL 2019 Conference.*
- *Conducted a 1 ½ day strategic planning retreat for private college (December 2018, Deiss).*
- *New marketing is being developed and includes revised ALA MW and ACRL 2019 conference material, meetups at ACRL 2019 conference, webcast featuring Consulting Services clients, and targeted email blasts to institutions preparing for re-accreditation.*
- *ACRL renewed its contract with Karen Brown, one of ACRL's adjunct consultants, to manage/coordinate the consulting service.*

Publications

Non-periodical Publications
- Top ten bestselling titles of FY19 (by unit sales)
  - The Library Outreach Casebook
  - Motivating Students on a Time Budget: Pedagogical Frames and Lesson Plans for In-Person and Online Information Literacy Instruction
  - Institutional Repositories: CLIPP #44
  - Critical Approaches to Credit-Bearing Information Literacy Courses
  - Transforming Libraries to Serve Graduate Students
  - Scholarship in the Sandbox: Academic Libraries as Laboratories, Forums, and Archives for Student Work
  - Academic Libraries and the Academy: Strategies and Approaches to Demonstrate Your Value, Impact, and Return on Investment, 2-Vol. Set
  - Library Service and Learning: Empowering Students, Inspiring Social Responsibility, and Building Community Connections
  - The Globalized Library: American Academic Libraries and International Students, Collections, and Practices
  - Framing Information Literacy: Teaching Grounded in Theory, Pedagogy, and Practice, 6-Vol. Set
- We've published four new titles into FY20, and we anticipate publishing four more before the end of calendar year 2019. Published since the last report:

- o The Grounded Instruction Librarian: Participating in The Scholarship of Teaching and Learning, edited by Melissa Mallon, Lauren Hays, Cara Bradley, Rhonda Huisman, and Jackie Belanger
  - o Open and Equitable Scholarly Communications: Creating a More Inclusive Future (ReSEC's research agenda), prepared by Nancy Maron and Rebecca Kennison with Paul Bracke, Nathan Hall, Isaac Gilman, Kara Malenfant, Charlotte Roh, and Yasmeen Shorish
  - o Improving Library Services in Support of International Students and English as a Second Language Learners, edited by Leila June Rod-Welch
  - o Libraries Promoting Reflective Dialogue in a Time of Political Polarization, edited by Andrea Baer, Robert Schroeder, and Ellysa Stern Cahoy
  - o Copyright Conversations: Rights Literacy in a Digital World, edited by Sara R. Benson
  - o Building Teaching and Learning Communities: Creating Shared Meaning and Purpose, edited by Craig Gibson and Sharon Mader
- Soon to publish:
  - o Becoming a Library Leader: Seven Stages of Leadership Development for Academic Librarians, by Shin and Jim Freedman
  - o Supporting Today's Students in the Library: Strategies for Retaining and Graduating International, Transfer, First-Generation, and Re-Entry Students, edited by Ngoc-Yen Tran and Silke Higgins
  - o The Sustainable Library's Cookbook, edited by Raymond Pun and Gary L. Shaffer
  - o Developing the Next Generation of Library Leaders (PIL #75), by Lori Birrell
- *Published since the last report:*
  - o *The Future Academic Librarian's Toolkit: Finding Success on the Job Hunt and in Your First Job, edited by Megan Hodge*
- *Soon to publish:*
  - o *The Grounded Instruction Librarian: Participating in The Scholarship of Teaching and Learning, edited by Melissa Mallon, Lauren Hays, Cara Bradley, Rhonda Huisman, and Jackie Belanger*
  - o *Improving Library Services in Support of International Students and English as a Second Language (ESL) Learners, edited by Leila June Rod-Welch*
- *Published since the last report:*
  - o *Critical Approaches to Credit-Bearing Information Literacy Courses, edited by Angela Pashia and Jessica Critten*
  - o *Scholarship in the Sandbox: Academic Libraries as Laboratories, Forums, and Archives for Student Work, edited by Amy Jackson, Cindy Pierard, and Suzanne Schadl*
- *Soon to publish:*
  - o *The Future Academic Librarian's Toolkit: Finding Success on the Job Hunt and in Your First Job, edited by Megan Hodge*
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  - o *The Globalized Library: American Academic Libraries and International Students, Collections, and Practices, edited by Yelena Luckert with Lindsay Inge Carpenter*
  - o *Motivating Students on a Time Budget: Pedagogical Frames and Lesson Plans for In-Person and Online Information Literacy Instruction, edited by Sarah Steiner and Miriam Rigby*
- *Soon to publish:*

- *Critical Approaches to Credit-Bearing Information Literacy Courses, edited by Angela Pashia and Jessica Critten*

Library Statistics

- The 2019 ACRL Academic Library Trends and Statistics survey was launched on Sept. 26, 2019.
- *The 2018 edition of the ACRL Academic Library Trends and Statistics is being printed and will be available in the ALA Bookstore by the end of June 2019. The number of completed returns increased 0.40% over the 2017 survey while the survey population increased 2.0%. Response rates increased for all Carnegie classifications except for baccalaureate schools (which fell by 19.9%). The response rate for community colleges (Associates) increased by 5.2%; for masters/comprehensive universities by 5.8%; for doctoral/research universities by 0.9%.*

Table 1. Final Disposition – Overall

	Completed Returns	Population	Response Rate (%)
United States	1,680	3,164	53.1
International	46	239	19.2
Combined	1,726	3,403	50.7

Table 2. Final Disposition – Response by Carnegie Classification

Classification	Responses	Total Invitations	Response Rate (%)
Associates	465	1,071	43.4
Baccalaureate	369	933	39.5
Masters	520	910	57.1
Doctorate	372	489	76.1
Combined	1,726	3,403	50.7

- *The deadline for the 2018 ACRL Academic Library Trends and Statistics Survey was extended until April 10, 2019. As of April 12, 1,703 institutions had locked their survey form, an increase of 2.5% over the 2017 survey. (For the 2017 survey 1,661 libraries locked their ACRL survey form and for the 2016 survey we had 1,525 locked forms.) 3,462 unique institutions were invited to submit their data to ACRL. Although there are 4,476 listed institutions, some were excluded including those without valid email, those who requested to be removed from the survey (very small, no staff, not interested), or are submitting with another campus. 91 of the 115 academic ARL libraries responded versus 86 in 2017. 1,119 institutions have downloaded their IPEDS file through the ACRL survey versus 939 in 2017. The number of responses will increase when Counting Opinions begins contacting respondents who have completed the survey but not locked the form. This process always increases the number of responses slightly as some respondents enter their data but forget to lock the form. The community college response rate is up 3.53% over 2017 while participation from baccalaureate-degree granting institutions is down 21.5% over 2017. The university responses are almost identical to 2017.*

Carnegie Classification	# of libraries reporting	# of libraries in CC	Response rate (%)
Associate	454	1,088	41.73
Baccalaureate	367	966	37.99

Master	*514*	*917*	*56.05*
Doctoral	*368*	*491*	*74.95*
Total	*1,703*	*3,462*	*49.2%*

- *The 2018 ACRL Academic Library Trends and Statistics Survey data collection will close on Feb. 28, 2019.*
- *The new ACRL academic library facilities survey is now open for field testing through March 30, 2019.*

Standards and Guidelines

- *The Board approved a revision of the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians and new Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries at their spring meeting.*
- *The Board approved at the 2019 ALA Midwinter Meeting a revision of Characteristics of Programs of Information Literacy that Illustrate Best Practices: A Guideline and revision to the ACRL/RBMS Guidelines Regarding Security and Theft in Special Collections.*
- *On November 16, 2018, the Board approved the ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension.*

Framework for Information Literacy for Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	*29,506*	22,832	24,672	20,099	74,437
Print distribution	*120*	70	350	210	720

Standards for Libraries in Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	*4,582*	3,933	4,814	4,236	12,751
Print distribution	*190*	40	225	110	460

All Standards/ Guidelines/ Frameworks Online Visits

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
68,894	55,016	65,414	52,829	176,739

Social Media

	Q1 YTD (Sept.-Nov.)	Q2 YTD (Dec. – Feb.)	Q3 YTD (March – May)	Q4 YTD (June – August)
Facebook Likes	*7,433*	7,533	7,605	7,622
Twitter Followers	*19,281*	19,588	19,873	20,228
Pinterest Followers	*439*	442	445	446
Instagram Followers	*493*	599	694	776

ACRL Insider Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	*62*	69	60	44	235
Page Views	*20,579*	18,367	21,638	19,034	79,618

ACRLog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	*18*	21	20	17	76
Page Views	*29,021*	25,601	24,274	22,891	101,787

ACRL TechConnect Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	*3*	1	1	1	6
Page Views	*12,237*	9,504	10,501	8,485	40,727

VAL Blog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	*0*	3	0	0	3
Page Views	*3,292*	3,281	3,088	2,812	12,473

College & Research Libraries

- Issues published per regular schedule.
- The editorial board formed a search committee for a new book review editor to replace Mark Shelton when his term ends in June 2020. A call for nominations went out in October 2019.

- *A special issue was published in April 2019 to move through some of the backlog of articles and shorten the time to publication now that we no longer post preprints.*
- *At Midwinter 2019, Wendi Arant Kaspar was appointed by the Board to a second three-year term as editor of College & Research Libraries, with a term of July 1, 2019, to June 30, 2022.*
- *The C&RL editor and editorial board decided to stop posting "preprint" versions of articles starting in January 2019. The time from acceptance to publication has decreased and the decision will save money on online hosting costs as well. The format of the pdf version of articles was also updated to better display tables. Additional information is available at https://crl.acrl.org/index.php/crl/article/view/17407/19185.*

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
357,145	288,471	360,914	308,683	1,315,213

C&RL News

- Issues published per regular schedule.
- The majority of back issues dating back to 1967 are now available on the magazine website. There are a few issues that still need to be updated and released. Then staff will work on locating sources for scanning the remaining back issues where we were lacking unbound copies in the office for scanning.
- *Staff are reviewing and making metadata edits to backfiles on Open Journals Systems. Issues are being published in reverse chronological order and the project should be complete by the end of the summer.*
- *Work on adding the backfiles to the online version of the News continues. Work on ACRL 2019 by staff has slowed the process but it will be priority one after conference.*
- *The C&RL News backfile digitization project continues. Both PDF and html article scans and metadata for the backfiles are complete. Staff are working with ALA Production Services and the Open Journal Systems folks to incrementally review and add content to the live News website. The project is estimated to be completed by ACRL 2019 in April.*

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
248,124	258,913	258,830	348,128	1,113,995

RBM

- Issues published per regular schedule.

- A call for nominations/ applications for a new reviews editor for RBM went out in September 2019 with an eye on having a new person in place by spring 2020 to work with the outgoing reviews editor before his term ends in June 2020.

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
34,743	50,037	35,585	33,751	154,116

CHOICE

Jan–Mar 2019

Choice Reviews

During the academic year 2018–19, more than 140,000 reviews were read in almost 139,000 user sessions. From June, the date of our last report, through 28 October, Choice reviewers and editors added 1,661 reviews to the *Choice Reviews* database.

Number of reviews as of 28 October 2019: 212,639

Choice Reviews: Subscribing Institutions: 1,055. Registered users: 11,460

Choice magazine: Subscribing Institutions: 782

Table 1: *Choice Reviews* Usage Statistics, Academic Year 2018-19

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	14,682	98,917	46,866	50,977	11,090
Oct	16,405	119,566	58,586	66,614	14,108
Nov	16,094	106,301	50,123	56,070	11,589
Dec	10,033	78,382	38,461	43,476	10,434
Jan	11,153	100,246	51,219	57,173	11,550
Feb	13,030	110,375	54,148	60,651	13,259
Mar	13,311	112,837	56,732	66,721	14,780
Apr	13,505	101,377	49,371	56,873	13,046
May	9,952	77,000	39,392	40,234	11,458
Jun	6,357	52,449	26,629	31,815	10,303
Jul	6,906	58,330	28,166	36,630	10,263
Aug	7,179	55,093	27,238	36,615	9,435
TOTAL YTD	138,607	1,070,873	526,931	603,849	141,315

Cumulative statistics for the academic year 2019-20 will appear in the next iteration of this report.

Over this past summer two new staff members joined Choice. Holding a PhD in Oriental Languages from UC, Berkeley, and an MLIS from Simmons, Grace Wiersma has been appointed our newest science and technology editor, bringing to Choice an exceptional combination of academic expertise and professional librarianship. In her most recent position, as Open Source Exploitation Officer (librarian) in the CIA's Directorate of Digital Innovation, Grace was involved in several projects delivering new search/discovery capabilities across unstructured data repositories, drawing on her training in digital technologies, including, among others, a seminar in the semantic web taught by Tim Berners-Lee.

In the social sciences we were pleased to welcome Fatima Mohie-Eldin as editor for anthropology, sociology, history, geography, area studies, education, and the behavioral sciences. Fatima has an exceptionally strong background in area studies, with a concentration on issues in the Middle East and North Africa. She holds an M.A. in Near Eastern Studies from New York University and a B.A in International Relations from Boston University and is proficient in Turkish, Arabic, and Spanish. Most recently she has held the position of communications specialist at AMIDEAST, a nonprofit organization engaged in international education, training, and development activities in the Middle East and North Africa. Together, these two new editors have greatly strengthened both the range and depth of our editorial staff.

In the "one step back' department, Katherine Wessbecher has announced she will be leaving her post as Choice's science and technology editor at the end of June.   However, several strong candidates have expressed interest in the position, and our expectations are that Choice's editorial team will be back to full staff by July.

Choice's internship program has been reinvigorated by a partnership between the editorial and marketing departments. Our new spring/summer interns (Sabrina Cofer, a recent graduate of Central Connecticut State University, and Grace Lemon, currently at Northwestern University) will share duties between the two departments.

Finally, at this year's ALA Staff Achievement Awards, two Choice editors were recognized for 25 years of service at Choice: humanities editor Becky Bartlett and David Durgin, Choice's copy chief.

The results of the two subscriber surveys conducted in late 2018 have been collected and analyzed by an interdepartmental team. The survey suggested that while Choice and Choice Reviews remain highly valuable to current subscribers, there are opportunities to market some of our newer initiatives, such as our podcast series, to this audience, which demonstrated a relatively low awareness of other Choice products.
As a way to connect and foster interaction with current subscribers, a new customer-communication email was launched in February and will continue monthly. The "Choice Reviews Digest" highlights content in Choice Reviews that may have been missed by users. Each monthly communication also details user tips and tricks and informs readers of our attendance at upcoming conferences. The Digest has achieved an average 27% open rate as of March 2019.

Finally, one of our two social sciences editor positions remains open after an extensive search, and with no promising candidates available we've upgraded the position in an effort to attract a more experienced candidate pool. The recalibrated position has been posted, and we are currently receiving resumes.

Following an interdepartmental effort, Choice drafted two subscriber surveys—one for digital subscribers of Choice Reviews and one for print—to determine how our readers are using our core product. We anticipate the results, currently being recorded, will help us understand what subscribers value about Choice Reviews and what they don't. More importantly, we'll be able to determine how readers are using Choice Reviews in the context of their collection-development efforts and how integral the brand actually is for fulfilling those tasks.

As of this writing, the social sciences associate editor position remains open, with over 55 resumes evaluated to date. A promising candidate emerged at the close of 2018 and has been scheduled for an interview in our offices in late January.

Engagement/Choice360.org

One of the unheralded changes taking place at Choice in recent years has been the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews. Table 2, below, gives an indication of the dimensions of this audience.

Table 2: Key Engagement Statistics, Academic Year 2018-19

Asset	FY19
Choice360.org	124,455 page views
Choice Media Channel	13,127 videos viewed
Facebook	10,475 followers
Facebook "Post Reach"	81,099
Twitter	1,402 followers
Twitter Impressions	394,100
Newsletters (6, published monthly)	13,570 subscribers
The Authority File (podcasts)	33,532 user sessions
White papers (3)	2,804 downloads
Bibliographic essays (LibGuides)	43,502 viewings
Webinars*	17,013 registrants 6,307 attendees

*As of 28 October, Choice has hosted 152 webcasts, which collectively have garnered 103,395 registrations and 36,852 attendances, lifetime to date.

The growth of these programs has exposed the need for a more robust website, one that will serve as a central hub for engagement with all Choice content and that will be capable of supporting webinar registration, white paper downloads, newsletter enrollment, and so forth, through its back-end integrations with other platforms. Over the past few months the staff has been actively engaged in planning for a new site and writing an RFP, and in September we completed the first round of bids for rebuilding Choice360.org. The first round failed to elicit satisfactory responses, and we have since then sent out a second round of RFP invitations, responses to which are due on November 15th.

As part of a rebranding initiative carried out in 2016, Choice created a customer-facing website, www.choice360.org, designed to showcase the range of its goods and services, strengthen brand identity, and increase customer engagement with its content. The site has been particularly successful in fulfilling the first two of these goals, but since then Choice has expanded its audience and built new revenue streams in ways not fully anticipated at the time, particularly through its sponsored webinar, podcast, and research programs and its increasing social media outreach. The growth of these programs has exposed the need for a more robust website, one that will serve as a central hub for engagement with all Choice content and that will be capable of supporting webinar registration, white paper downloads, newsletter enrollment, and so forth, through its back-

end integrations with other platforms. Over the past few months the staff has been actively engaged in planning for a new site and writing an RFP. We plan to circulate the RFP to select design firms after the annual conference and, assuming we find a suitable partner, to select a firm in late summer.

Data Management

As noted in previous reports, one of the central requirements of the rebuilt Choice360 is better management of engagement data, and for that purpose we have been actively testing customer relationship management (CRM) systems. The clear winner in these tests was FreshSales, developed by California-based Freshworks. We are currently in the process of putting together a rollout plan, and we hope to start loading data in early November.

At the same time, in order to enhance prospecting and cross selling initiatives and to enhance our ability to segment contact data, our marketing group, with the help of our summer interns, has been sifting through, organizing, and appending missing data to our existing opt-in customer and prospect contact lists. Our combined list quantity of approximately 45,000 contacts is being divided into more useful groupings, such as customers, academic library contacts, publishers, public librarians, K-12 library contacts, teaching faculty, etc. Our goal is to create clean, current, and efficient segmented lists from our current contact lists. The ability to reach out to these targeted segments will prove beneficial to our marketing and CRM objectives and will enhance sales and advertising efforts. This will be an ongoing project through 2020.

One of the central requirements of the rebuilt Choice360 is better management of engagement data. In this regard we are looking at FreshSales, a customer relationship management system, to collect email addresses across our many platforms and store them securely in a central location. In July we will do a month-long test of the software to make sure it fits our needs.

At the same time, to prepare for any changes to our email marketing platform, our marketing department has been examining our many lists of contact names, currently numbering over 30,000, in order to group contacts into more closely defined segments, allowing for targeted marketing and the elimination of redundant and unwanted mailings.

ccAdvisor

In a move to increase the number of new and revised reviews published in CCA, the Choice editorial team is now adding review assigning and editing to their responsibilities, creating a parallel editorial stream alongside that of The Charleston Company. Once the operation is up and running, our goal will be to publish approximately seventy-five reviews annually, roughly matching the number published at Charleston and thus doubling the editorial output of the product. Doing so will enable us to better keep up with the flood of new or significantly revised digital resources entering the market, making our database more attractive to end users and advertisers alike.

In a parallel development, EBSCO has assumed responsibility for all sales, domestic and international, save for our consortial agreements with the Center for Research Libraries and the Colorado Alliance of Research Libraries. Hopefully their large and professional sales team will significantly increase our installed base.

Finally, in conjunction with CRL, Choice will be hosting a session at the Charleston conference in November. In "Through the Looking Glass: Measuring Value in the Nontraditional Database Market," presenters from CRL and ccAdvisor will highlight some of the recent challenges in navigating the marketplace of "Big Data" and will suggest measures to counteract vendor opacity through greater community investment in analysis of the products and providers.

Late May saw the renewal of the consortial agreement with the Center for Research Libraries (CRL), bringing this member benefit to 205 academic libraries. As of this writing, the database contains 427 reviews, thirteen of which were added in the past two months.

The November agreement to entrust future subscription sales of ccAdvisor to the EBSCO sales force, originally scheduled for 5 January, was postponed until mid-March in order to transfer all account administration functions to EBSCO.   Both our developers and our fulfillment agency were enlisted to support the migration, and as of March 25 ccAdvisor is now available through EBSCO's Select Service portal, with EBSCO sales reps handling all future sales and renewals. Choice-generated marketing materials, including sales sheets and an updated demonstration video, have been provided the EBSCO sales and marketing teams.

During this same period some thirteen reviews were added to the database, including assessments of Wiley's StatsRef; the United Nations' iLibrary; and Medici.tv, a database that provides streaming videos of live and on-demand classical music performances, including concerts, ballets, documentaries, and master classes. Seven reviews are currently in the editorial queue and will be published within the next month.

As of the end of December, ccAdvisor circulation stands at 349 institutions, almost a hundred ahead of this time last year but still well under the projections that launched the product. In an effort to bolster the sales effort, in November we entered into an agreement with EBSCO, making their sales force the sole sales agent for institutional subscriptions.

With the EBSCO agreement in place, we spent the last month of 2018 preparing for the transition. An initial transitional marketing and sales operations meeting was held with the EBSCO team at the Charleston Conference, with the goal of completing the hand-off by late January 2019. A digital file of the marketing collateral pieces, ads, sell sheets and video product demos created by Choice has been made available to the sales and marketing teams at EBSCO, and further meetings are planned.

Advertising revenue for CCA is off to a slow start, some 36% below this time last year; however, reservations thru year-end FY19 have us at 75% of budget with eight months remaining. The timeliness of new reviews continues to inhibit our ability to sell "featured review" space.

Resources for College Libraries

Some 2,580 titles were added to the RCL + RCL Career Resources database during this period, as editors completed annual revision updates. The RCL user database now contains 99,803 titles in total. Fifty-eight peer review reports were returned for RCL's social science and science and technology subjects, resulting in a record-high 96% return rate. Database clean-up resulted in 108 duplicate records weeded, 194 bibliographic data corrections submitted to Books In Print, and 109 forthcoming title corrections. With our ProQuest

marketing partners, we released four new subject editor profiles, an updated product datasheet, and email outreach to approximately 8,000 contacts.

During the period some 396 titles were added to the RCL + RCL Career Resources database. Concurrently, RCL subject editors participated in a week-long e-forum to discuss editorial strategies and approaches and the 2019 peer review process began with promotion across Choice and ACRL media. As of this writing, 99 invitations had been issued; 41 applicants responded; and 32 confirmed reviewers have been chosen across RCL's twenty-three social science and science subjects. An ACRL-Choice hosted webinar entitled "Creating Inclusive Collections: Selecting and Evaluating Diverse Resources," featuring RCL content and panelists, was held on Tuesday May 21, garnering 1,019 registrants and 336 participants.

Some 1,210 titles were added to the RCL + RCL Career Resources database during this time (from user database 31 December 2018 - 20 March 2019). The RCL database now totals 97,746 titles, with 1,457 online resources; 36,656 Choice-reviewed titles; and 7,447 Choice OATs. Data clean-up following the February editorial deadline addressed 43 duplicate records, 26 forthcoming title corrections, and 18 new web resource records. New subject editors in Criminal Justice, European History, and Graphic and Apparel Arts were recruited and trained. Annual revision materials, including revision checklists, title lists, out-of-print title lists, and subject overview data were distributed to all subject editors. A trial campaign for RCL initiated in January resulted in 18 database trial sign-ups to date.

On the marketing side, the Choice/RCL team has created and implemented an RCL free-trial offer email campaign to existing Choice Reviews contacts. This multi-pronged campaign launched in mid-January and generated 18 new trial requests. The trial initiation and lead nurturing campaign has been handled by Choice marketing and customer support; further follow-up will be through the ProQuest sales team.

During this period, 186 titles were added to the RCL + RCL Career Resources database. Database clean-up resulted in 114 duplicate records weeded, 108 bibliographic data corrections submitted to Books in Print, and 74 forthcoming title corrections. To prepare for the 2019 revision cycle, updated edition reports and subject editor agreements were distributed to all editors. In October, the project editor held meetings with all RCL history and area studies and RCL Career Resources editors to discuss editorial improvements and with selected RCL database customers to address product enhancements. ProQuest's Syndetics Unbound metadata visual enrichments were released in the RCL subscription database in mid-November, and marketing materials were updated to note these new features.

In support of these content upgrades, Choice marketing has collaborated with Anne Doherty and the ProQuest marketing team to give input about the new style guide designed by ProQuest. An RCL free-trial offer email campaign to existing Choice Reviews contacts is in its final planning stages, scheduled for launch in mid-January. The trial initiation and lead-nurturing campaign will be handled by Choice marketing and customer support.

Sponsored Content
Marketing continues its work at broadening Choice brand awareness via social media, advertising, and marketing campaigns. Our three white papers continue to gain a steady stream of interest, surpassing 2,600

downloads in March, and fresh print ads highlighting the informative content available through our podcasts, white papers, and webinars have been created in support of our promotional efforts going into the summer.

White Papers

In late August, Choice published "Implementing Marketing Plans in the Academic Library: Rules, Roles, and Definitions," a follow-on white paper to the earlier "Marketing Academic Library Resources and Services." While the first of our two marketing and outreach-themed papers was largely based on a survey of practices of and attitudes toward the marketing function, this second paper addresses marketing's role in the operation of an academic library, aids in the development of a shared working terminology, and draws on actionable examples from academic libraries of different sizes and budgets. Both papers were underwritten by Taylor & Francis and have been downloaded 1,010 and 714 times, respectively, to date.

Now entering the final stages of writing, the fifth Choice white paper, "Research Data Services in Libraries: Where are We Today?" documents the range of services currently offered in information, consulting, and technical services; provides an overview of who in the library is providing such services; outlines the methods used in developing staff capacity in RDS; explores the current extent of library involvement in developing data management policies for researchers at their institutions; and indicates areas of collaboration among the library, other units on campus, and other institutions around RDS. The finished report is scheduled for publication in December, but its findings will be the subject of a Charleston session, "The Time has Come . . . To Talk about Why Research Data Management Isn't Easy," featuring the report's principal authors, Carol Tenopir, University of Tennessee, School of Information Sciences; Robert J. Sandusky, University of Illinois at Chicago, University Library; and Jordan Kaufman, University of Tennessee, Center for Information and Communication Studies.

Overall, all four of the Choice white papers published thus far continue to gain a steady stream of interest, surpassing 3,600 downloads in October.

Our three published white papers continue to enjoy a steady stream of interest, surpassing a cumulative 2,700 downloads in May, and a follow-on white paper to our trend-oriented "Marketing Academic Libraries and Resources" (white paper number two) is currently underway.   This new white paper will define library marketing, explain why it's integral to successful operations, and outline specific steps different types of academic libraries can take to build effective, sustainable marketing programs. Through interviews with academic librarians at a variety of institution types, the report will provide actionable steps to begin building a marketing strategy, define the necessary roles, and identify the follow-through steps to maintain a long-term practice of promoting a library's services, resources, and instruction.

Meanwhile, work on a fifth white paper, this one on research data services, has just begun.   By way of background, in 2012 ACRL surveyed a cross-section of academic library members in the United States and Canada. Its goal was to discover the types of data services offered, the staffing deployed or anticipated for such services, the training necessary to support RDS, and RDS services planned for the future. The results of this survey were summarized in a white paper, "Academic Libraries and Research Data Services: Current Practices and Plans for the Future," written by Carol Tenopir et al. and published in June of that year. Much has happened in the seven years since that survey was deployed, and new technologies, new tools, and new

perspectives on data management and access have altered the landscape during that period. How have academic libraries positioned themselves in this changed environment? What progress has been made against the goals probed in the original survey? To gauge these changes, Choice, working with Carol Tenopir and the Center for Information and Communications Studies (CICS) at the University of Tennessee at Knoxville, will revisit and redeploy the original survey, appropriately modified, to as close a group as is possible to the original respondents. The results will be discussed in a white paper, again authored by Professor Tenopir, in which we will attempt to document not only statistical changes in the services offered but also a more qualitative assessment of impediments to progress in RDS. Key findings will include services currently offered in information, consulting, and technical services; an overview of who in the library is providing such services; the methods used in developing staff capacity in RDS; the current extent of library involvement in developing data management. A session on the survey results is planned for the Charleston Library Conference this coming November.

Since October, the latest Choice white papers, Marketing Library Resources and Services and Course Materials Adoption: A Faculty Survey and Outlook for the OER Landscape have generated over 1,500 downloads between them, and printed copies of the latter were distributed at the OpenEd conference. New promotional pieces and ads supporting the white papers have been created to continue our promotional efforts going into 2019.

Webinars

In the period of June to October 15, 2019, CHOICE hosted twelve sponsored webinars, averaging 796 registrants and 312 attendees. The best attended webinars were "Information Literacy in Context: Expanding Foundational Skills Instruction into the Disciplines" (1,702 registrants, 687 attendees) and "Primary Sources Beyond History—Promoting Use Across the Disciplines" (1,109 registrants, 423 attendees). Total registrations for the period were 9,555 with 3,754 attendances. A complete list of webinars for the academic year 2018–19 is included as Table 4 at the conclusion of this section.

Table 4: Choice/ACRL Sponsored Webinars, Academic Year 2018-19

Date	Sponsor	Title	Regs	Parts
9/25/2018	Springer	Case studies on the impact of eBook archives at North American university libraries	409	165
10/4/2018	OverDrive	The Power of Partnership—Digital Collections for Academic Consortium	387	135
10/24/2018	Gale Cengage	Exploring Intersectionality and LGBTQ Issues with Primary Sources and eBooks	550	220
10/31/2018	Adam Matthew	American Indian Newspapers: exploring primary sources for the study of American Indian cultures	531	208
11/13/2018	Credo	Evolving Strategic Partnerships for Teaching and Learning in the Academic Ecosystem	786	303
11/20/2018	Springer	Case studies on course material affordability programs at North American University Libraries	575	216
11/29/2018	Jove	Librarians Adopt New Role Improving STEM Education via Active Learning	775	284
2/28/2019	Ex Libris	Transform Your Discovery Approach – A New Vision	1121	421
3/19/2018	ProQuest	Across Curricula—Primary Sources and Humanities are Gaining STEAM	644	204
3/21/2019	Overdrive	Digital Content for Your College Campus Made Easy	265	80
3/26/2018	The MIT Press	Mission Driven Digital--Why University Presses Are Creating their Own eBook Collections	469	180
4/18/2019	ProQuest	What Do Students and Faculty Need in a Research Database? The Librarian's Perspective	824	266
4/25/2018	Springer	Global Trends in Libraries—Challenges and Changing Roles	735	254
5/2/2019	EBSCO	Data-Driven Collection Development: The Approval Plan in Today's Academic Library	918	374
5/14/2019	ProQuest	How Dissertations Inspire Better Research and Learning	488	151
5/16/2019	Adam Matthew	Reflections on the 75th anniversary of D-Day—The personal experiences of World War Two	291	63
5/21/2019	RCL	Creating an Inclusive Collection—Selecting and Evaluating Diverse Resources	1019	336
6/6/2019	Elsevier	Research Data Management – In your future?	717	261
6/19/2019	Credo	Information Literacy in Context: Expanding Foundational Skills Instruction into the Disciplines	1702	687
7/23/2019	ProQuest	Human centered design – Constructing library resources for the real-world needs of faculty and students	710	291
8/15/2019	Accessible Archives	Primary Sources Beyond History—Promoting Use Across the Disciplines	1109	423
8/20/2019	ProQuest	How to Bridge the Publisher-Library Gap to Solve Selection Challenges	459	173
8/27/2019	McGraw Hill	Increasing Scientific Literacy in Undergraduate Populations	832	351
8/29/2019	Wilfred Laurier	Serendipity, Tactility, and Community: Library Research as a Practice of Wonder	697	261
		TOTAL	**17,013**	**6,307**

During the period, CHOICE hosted six sponsored webinars, averaging 712 registrants and 241 attendees. The best attended webinars were "Creating an Inclusive collection," (1019 registrants, 336 attendees) and "Data Driven Collection Development: The Approval Plan in Today's Academic Library" (918 registrants, 374 attendees).

In the period January through March 2019, Choice hosted four sponsored webinars, averaging 620 registrants and 235 attendees. The best-attended of these was Ex Libris's "Transform Your Discovery Approach: A New Vision," which garnered 1,121 registrations and 421 participants. The speakers were Allen Jones, Director, Digital Library and Technical Services at The New School Libraries and Archives, and Christine Stohn, Director of Product Management at Ex Libris, a ProQuest company.

Revenue from ACRL-Choice webinars remains strong. Following a midwinter lull, March saw an upward swing that will carry through to year's end. Year-to-date sales are already up 11.5% over this time a year ago.

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10/24/2018	Gale Cengage	Exploring Intersectionality and LGBTQ Issues with Primary Sources and eBooks	550	220
10/31/2018	Adam Matthew	American Indian Newspapers: exploring primary sources for the study of American Indian cultures	531	208
11/13/2018	Credo	Evolving Strategic Partnerships for Teaching and Learning in the Academic Ecosystem	786	303
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2/28/2019	Ex Libris	Transform Your Discovery Approach – A New Vision	1121	421
3/19/2018	ProQuest	Across Curricula—Primary Sources and Humanities are Gaining STEAM	644	204
3/21/2019	Overdrive	Digital Content for Your College Campus Made Easy	265	80
3/26/2018	The MIT Press	Mission Driven Digital--Why University Presses Are Creating their Own eBook Collections	449	178
		TOTAL	**6,492**	**2,414**

FY18 brought some terrific programs to the ACRL-Choice webinar program, but we failed to meet last year's revenue targets, largely because some of our major sponsors backed out for the year. However, it's beginning to look a lot like Christmas for FY19. While the fall got off to a slow start, 2nd- and 3rd -quarter reservations brought our full-year bookings to 124% of last year. ProQuest has returned to the program with six webinars plus an additional three already scheduled for FY20, and three of our five first-timers from last year have come back for more.

For the period, Choice hosted seven sponsored webinars, averaging 573 registrants and 219 attendees, and garnered over 4,000 registrations. The best attended webinar was titled, "Evolving Strategic Partnerships for Teaching and Learning in the Academic Ecosystem," with 786 registrations and 303 participants. The speakers were Dr. Nicole A. Cooke of the University of Illinois at Urbana Champaign and Raymond Pun.

Podcasts

Choice's podcast, The Authority File, continues to post strong numbers. For the period, the show averaged 1,606 downloads and 1,423 streams. September was a particularly strong month for downloads, probably owing to the popularity of episodes such as "Value in Academic Libraries: Showing Library ROI with Data" and other episodes in the "Showing Library ROI with Data" series.

Table 3: Authority File Audience, Academic Year 2018-19

Month	Downloads	Streams	Total
Sep	1,369	420	1,789
Oct	684	1,037	1,721
Nov	1,666	1,131	2,797
Dec	1,214	984	2,198
Jan	834	995	1,829
Feb	1,432	1,840	3,272
Mar	1,616	1,215	2,831
Apr	3069	1345	4,414
May	2735	1012	3,747
Jun	1,916	1,607	3,523
Jul	1,086	1,463	2,549
Aug	1469	1393	2,862
YTD	19,090	14,442	33,532
Avg/Month	1,591	1,204	2,794

Cumulative statistics for the academic year 2019-20 will appear in the next iteration of this report.

As we did at the biannual ACRL conference in Cleveland in the spring of this year, in early November Choice will once again be conducting live Authority File podcast recordings in a conference setting, this time from the vendor showcase area at the Charleston Library Conference. Planned are interviews with three conference speakers, highlighted by a chat with Oya Rieger, senior adviser at Ithaka S+R, who will expand upon her presentation "Legacy Missions in Times of Change: Defining and Shaping Collections in the 21st Century."

Bolstered by the success of The Authority File, Choice is also planning a new serial-style companion podcast, featuring in-depth conversations about contemporary trends, best practices, and case studies important to the academic community. This new series uses a multi-episode narrative format—rather than The Authority File's Q&A style—to tell the stories behind the successes academic libraries achieve every day. Through interviews and narrative story-telling, the podcast will showcase the breakthrough programs, hard-won advocacy, and community connections that librarians and their institutional partners are developing.

The highlight of the podcast program thus far was our series of live recordings of the Authority File on the show floor of ACRL's conference in Cleveland in April. These were the first "in-person" interviews we have conducted, and they proved to be an exciting endeavor for Choice, the guests, and the sponsors. Having the live recordings on the show floor, complete with a mobile studio, helped raise the profile of the Authority File brand and created a unique sponsor experience that we plan to replicate at future events.

Overall, for the period, the show averaged 2,902 downloads and 1,179 streams—the highest download average to date. April was a particularly strong month for downloads, probably owing to the episodes' association with the conference. Among those episodes, "Addressing the Skills Gap in Tomorrow's Economy: The Authority File Live at the ACRL Conference," is the most downloaded, with 362 downloads to date.

Table 4: The Authority File Episodes, Academic Year 2018-19

The Authority File: Academic Year 2018-19			
Sep	A First-Year Experience Toolbox		
	Presenters: Raymond Pun, Andrew Carlos, and Danielle Rapue		
		E54	Enhancing the Student's Library Experience
		E55	Expanding the Library's Reach
		E56	A User-Focused Vision
		E57	Overcoming Student Anxiety in the Library
Oct	Human Relations Area Files		
	Presenters: Carol Ember and Peter N. Peregrine		
		E58	The History and Development of HARF
		E59	Human Saliva, Violent Democracies, and Quality Ethnography
		E60	Data Mining and Museum Studies
		E61	Cultural Adaptations in the Ethnographic and Archaeological Record
Nov	Toward Clarity in Editing and Publishing		
	Presenters: Carol Saller and Becky Brasington Clark		
		E62	Behind the Scenes at the LOC Publishing Office and the *Chicago Manual of Style*
		E63	Style as a Reflection of the Cultural Moment
		E64	The Present and Future of Style
		E65	Reaching Everyone by Publishing more than Books
Dec	Marketing Academic Libraries		
	Presenters: Sabine Dantus, Lisa Martin, and Jennifer Park		
		E66	Defining Marketing and Outreach
		E67	Describing the Main Objectives of Marketing & Outreach
		E68	Establishing Formalized Marketing & Outreach Strategies and Initiatives
		E69	Raising Digital Resource Awareness
Jan	ACRL		
	Presenter: Mary Ellen Davis, Executive Director, ACRL		
		E70	The ACRL Conference and Project Outcome
		E71	Equity, Diversity, and Inclusion
Feb	Perspectives on Empathy		
	Presenters: Randolph Cornelius and Heidi Maybaum		
		E72	What, precisely, is it?
		E73	Differences between cognitive and affective empathy
		E74	It's function, role in altruism, and evolutionary history
		E75	Psychopaths and the Empathy-Deficit in the United States
Mar	Evolving Cases for Open Access		
	Presenter: Richard Gallagher		
		E76	Evolving to Better Serve the Public Good
		E77	Public Health, an Open-Access Test Case for Review Literature
		E78	Science for a Functional Democracy
		E79	Subscribe to Open
Apr	The Authority File Live at the ACRL Conference		
	Presenters: *Various*		
		E80	The ACRL Pre-Cast! Presenter: Bill Mickey
		E81	How an Innovative Approach to FYE Transformed One Library's Image on Campus
			Presenters: Brian Gray and Ian Singer
		E82	Mission-Driven Publishing, a Different Path Presenters: Emily Farrell and Nick Lindsay
May	The Authority File Live at the ACRL Conference		
	Presenters: *Various*		
		E83	Addressing the Skills Gap in Tomorrow's Economy
			Presenters: Iain Williamson and Ryan Johnson
		E84	Partnering with Faculty for Open Access Course Material Selection
			Presenters: Kelly Squazzo and Beth Bernhardt

Choice's podcast, The Authority File, continues to post strong numbers. For the period, the show averaged 1,112 downloads and 1,301 streams. Dr. Randolph Cornelius, professor of Psychology at Vassar College, guest-hosted the February episodes, the most popular of the fledgling program thus far. In them, Dr. Cornelius, reviewer of the OAT-winning book, The Routledge Handbook of Philosophy of Empathy, conversed with its author, Dr. Heidi Maibom of the University of Cincinnati, about the psychology and philosophy underlying the study of empathy, uncovering areas of overlap and divergence.

Average listening in the first quarter of this year is running ahead of that of the previous four months; on average our podcasts have garnering some 2,249 downloads and streams a month during the current academic year.

In an effort to gain a better understanding of how listeners interact with our podcasts and their satisfaction with Authority File format, speakers, and topics, we have launched a listener survey, continuously available at http://choice360.org/librarianship/podcast. Topics of inquiry include the platform on which the podcast is accessed, frequency of listening, preferences of format or topic, and so forth.

Choice's podcast, The Authority File, continues to post strong numbers. For the period, the show averaged 1,233 downloads and 893 streams per month. Topics included a discussion of style in writing as an expression of the cultural moment, with guests Carol Saller, a lead editor of the 16th edition of the Chicago Manual of Style, and Becky Brasington Clark, the director of the Library of Congress Publishing Office. As mentioned above, the highlight of the series came at the Charleston Conference, where Bill Mickey hosted a live session on the marketing of academic libraries.

Going forward, we have a confirmed space to broadcast The Authority File live again, this time at the ACRL Conference in April. To date we have five sponsors for that broadcast, totaling $17,000 in revenue. As with webinars, our year-over-year financial performance is up, with full-year bookings running 173% of last year.

Administration

The Operations department at Choice has traditionally provided administrative support to the Editorial department, providing such services as entering bibliographic data for books to be reviewed, processing reviewer forms and publisher requests, handling incoming and outgoing mail, processing check requests and invoices, and so forth. Although Choice's mission remains much the same as it has been for some five decades now, our products, services, and workflows have changed significantly in recent years, and with it, the functions of the Operations group. A central factor in this transformation was the deployment, in 2014, of a new Content Management System (CMS), which has automated many tasks and streamlined others such as bibliographic entry and reviewer forms. Tasks that used to take a team to complete in a week are now done by one person in an hour.

These efficiencies have freed staff to focus on more interesting projects and to support Choice's new business initiatives. As a result, in September the Choice front office went through a reorganization, a key result of which will be a further upgrade to our media capabilities through the hiring of a digital media assistant to work with our webinar and podcast producers.

Social Media

Choice social media pages were very active in May, in part owing to the timeliness of the University Press Forum. Choice's University Press Forum is an annual roundtable of that appears in the May issue of Choice, on choice360.org, and on social media. The University Press Forum feature seemed to resonate strongly this year, in part because of recent news regarding university press funding.

We welcomed 26 new followers to our twitter account in May, double our monthly average of new followers in the past 15 months.

Choice social media efforts have morphed into a consistent weekly schedule that has been useful in promoting our sponsored-content offerings. Postings on Mondays and Fridays highlight the latest Outstanding Academic Title curated list. On Tuesday we promote the latest podcast episode, tagging our speakers so they can share and promote their episodes as well. Wednesdays, the latest ACRL/Choice webinars are highlighted to boost registration and catch eyes that may not be part of our house email, and Thursdays see postings about Choice editorial content from www.choice360.org*.*

The regularity, planning, and careful curation of Choice social media posts has sparked a 105% increase* in Twitter impressions compared to the same timeframe in 2017. This has translated into additional visitors from our social media platforms to Choice360.org, who in turn access the Choice content—white papers, podcasts, and webinars—that are highlighted on our social media channels. We continue to generate interest in Choice sponsored content and to keep our followers, currently numbering 10,560, engaged. A new Instagram page for Choice has gained 90 followers since October, a significant number considering our specific audience.

*Twitter impressions 76,600 (Oct-Dec 2018) vs 37,400 (Oct –Dec 2017)

Outreach and Engagement

In early May we met again with the Connecticut Library Consortium (CLC) in an effort to present our ideas on library marketing and outreach. The CLC's symposium on library marketing has been pushed to the fall, and we hope Choice can participate by presenting our whitepaper on the subject. During the meeting we also explored the feasibility of having Choice produce webinars for the CLC. This is a new medium that they are eager to explore, and our experience as a successful producer and host of a webinar series makes this an attractive proposition.

In an effort to provide staff in Middletown and Chicago with rapid access to Choice performance data, the Choice monthly report has now been supplemented by the publication of the Choice engagement dashboard, a project that grew from a desire to have all of our pertinent information in one place. The dashboard, presented in an easy-to-understand graphical format, displays engagement metrics deemed most helpful for management, marketing, and advertising. After exploring a number of online sites built for just this purpose, we determined that Excel was both the least expensive and easiest way to share the dashboard with staff and ACRL. Tables were built to support a series of interactive charts, using data compiled from a large number of sources, including our web sites, webinars, newsletters, podcasts, and social media spanning a period of three years.

Finally, in early March Rachel Hendrick, Choice director of operations, met with Jennifer Keohane, the executive director of the Connecticut Library Consortium (CLC), to talk about the symposium they hope to hold at their annual meeting in June. The theme is library marketing, a subject we talked about at our strategic directions meeting with ACRL staff during a meeting with them in Chicago in February. CLC serves academic as well as public and school libraries, and we hope a joint project will be among the first steps toward extending our brand beyond the academic sphere.

Outstanding Academic Titles Initiative

As previously noted, the marketing initiative to increase awareness of the Choice Outstanding Academic Title recommendations launched at the beginning of January and has carried on since. Targeting nonsubscribers, curated extracts from the list have been made available at www.choice360.org. This promotional initiative has resulted in over 3,900-page views of OAT-related content on the site since January. The 2018 OAT promotional push will continue through the ACRL conference, after which we will determine if we should extend the program through ALA Annual in June. The Choice OAT page on the ALA.org website has also been updated and refreshed with new graphical elements and an update of information and links.

In concert with this, we have also launched a new series of podcast episodes that promote awareness of the Outstanding Academic Titles (OAT) franchise. In it the reviewer of an OAT-recognized title interviews that title's editor or author. The first episode went live in February, and the editors are currently compiling more author/reviewer pairings for future episodes.

Each fall Choice editors select those titles that, in their opinion, are the most significant academic monographs reviewed during the current year. Typically listing about 10% of the works so reviewed, the Outstanding Academic Titles (OAT) list confers a significant measure of prestige upon the works themselves, their authors, and their publishers. Publishers of these works are notified of the award in late fall and often include notice of the award in their year-end advertising, making the OAT list a valuable piece of intellectual property in its own right.

Up to this point, access to the list has been limited to subscribers only, and we have made no effort to capitalize on its value to readers themselves, to promote it in the general literature, or to exploit its value as an extension of the Choice brand. Beginning with the 2018 list, weekly extracts, or "mini-lists," from the list will be freely available to the general reading public on Choice360.org, serving to widen exposure to Choice and, not incidentally, to promote the sale of individual titles through the Amazon Affiliate program (see below, s.v., Operations). As examples, mini-list titles for January, include "Top 10 Titles of 2018", "The Lives of Writers," "The Battle for Black Empowerment," "US Political Divisions: How Did We Get Here?" and "China and the Far East." In conjunction with this program, a robust weekly social media campaign was inaugurated in late December and is slated to run through spring 2019.

Another aspect of our effort to revitalize the Outstanding Academic Titles brand has been our work with ESP, our subscription fulfillment vendor, to create an ecommerce site to sell our OAT seals. Publishers use these seals on the dust jackets of their works or on their web pages. Beginning this year, they may now purchase either physical or digital seals for their award winners through an online store. The store is a single point of sale accessible via a link from the new OAT page on Choice360.org. The site also allows publishers to purchase the entire OAT list, previously available only to subscribers, in .pdf form.

Operations

As of the beginning of the year, we have incorporated the Amazon Associate program into Choice360.org and Choicereviews.org. This move builds on the affiliate program started in 2016 with GOBI, wherein librarians with a GOBI account may add books directly to their cart from Choice Reviews. Under the new Amazon program,

books reviewed in Choice Reviews, and titles mentioned on Choice360.org, can be purchased from those sites via a direct link to Amazon. By referring traffic to Amazon from Choice360 and Choice Reviews, we earn an affiliate fee on all books purchased.

Open Choice

At a presentation to the board of directors at its fall meeting on 16 November, Choice announced that its original plans for a review repository and peer-to-peer platform for open educational resources have been shelved and that we are rethinking how best to support the production and adoption of open educational resources through the review process.

Throughout the fall, Open Choice reviewers submitted their previously commissioned OER reviews using our detailed review template, and as of this writing, our internal database holds almost 150 professionally written contributions. A former editor at Choice has been retained to edit the submissions and has been hard at work since November communicating with authors, resolving questions, and line-editing the reviews.

In an effort to promote the creation and selection of quality OER, the Open Choice review template has now been made available under a CC-BY license on Choice360. Librarians, instructors, and others are encouraged to adapt and use the template in their own institutions. View the template at https://choice360.org/content/1-openchoice/choice-oer-review-template.pdf

From October 9th-12th, Mark Cummings and Melissa Karp attended the annual OpenEd conference, this year held in Niagara Falls, New York. The conference focused on all aspects of open education in the K-12 and higher education spheres. One of the main takeaways from the conference was the significant amount of emphasis placed on social justice in the learning environment.

Charleston Conference

At this year's Charleston Library Conference, Choice editor and publisher Mark Cummings participated in a three-person discussion about "The Library's Opportunity in Affordable Textbooks," presenting findings on the use of open educational resources derived from Choice's Course Materials Adoption survey. The resulting paper, "From Affordable to Open: Evaluating Open Educational Resources," has been published in the December-January issue of Against the Grain and is also available on Choice360 (https://choice360.org/content/1-openchoice/evaluating-open-educational-resources.pdf).

Later that same day, Choice editorial director Bill Mickey weaved the takeaways from the popular Marketing Outreach white paper into a well-attended Lively Lunch panel discussion. The authors of the paper, both academic librarians, were part of the panel, which was recorded for a Choice Authority File podcast that aired in December.

GDPR

Choice has been busy since May 2018 implementing the recommended guidelines to ensure GDPR compliance. As a member of the GDPR steering committee at ALA, Choice has analyzed all existing customer and reviewer profile information and has created new processes to ensure that our data collection practices and management of the subscriber and prospect information entrusted to us adheres to the new regulations.

Additional actions and refinements continue into 2019 in conjunction with the continued recommendations from the ALA GDPR steering committee.

Operations

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

Staff

- In summer 2019, staff held several half-day Archive Afternoons to prepare files for the move to the new ALA HQ.
- Executive Director Davis attended Digital Book World in September at the invitation of ALA ED Mary Ghikas. Davis was also able to attend the press conference and planning meeting related to Macmillan's new rules around selling ebooks to libraries.
- ED Davis attended some of the EDUCAUSE Conference sessions during its annual conference in Chicago. Davis receives complimentary registration due to ACRL's participation in the Council of Higher Education Management Associations (CHEMA).
- ACRL staff (Mary Ellen Davis, Mary Jane Petrowski, Kara Malenfant, and Sara Goek) attended the IFLA Conference, August 24-30, 2019). Sara Goek (ACRL) presented the keynote at the Statistics & Evaluation Section satellite conference on Aug. 22 ("Project Outcome for Academic and Public Libraries: Outcome Measurement Made Easy") and Kara Malenfant presented a poster session, "Academic librarians accelerating change in systems of scholarly communications and the research environment." Davis is serving a term on the IFLA Continuing Professional Development and WorkPlace Learning section executive committee.
- *Lauren Carlton joined the ACRL team in June as the program coordinator for member services, filling the position left vacant In January when Mariel Colbert moved to ALA Chapter Relations. Lauren had been serving as an intern with ALA's Public Program Office. Lauren will work with chapters and interest groups, virtual meetings, and support the work of Senior Program Officer Megan Griffin. Megan ably managed her own job and this vacant position for five months with some assistance from Program Coordinator Gena-Parson's Diamond. We are grateful for their "teaming for results" to ensure members were supported in their work.*
- *In May 2019 ACRL staff held a half-day archive day to begin weeding files and preparing for ALA's potential move to new office space, which will have much less space per person and much less space for files.*
- *In April 2019, three ACRL staff were recognized for their service as part of the ALA staff appreciation awards. Program Coordinator Elois Sharpe was recognized for 5 years of service; Senior Production Editor Dawn Mueller for 20 years of service, and Executive Director Mary Ellen Davis for 35 years of service.*
- *ACRL Executive Director Davis attended a retirement event for Prue Adler, Associate Executive Director, Federal Relations and Information Policy, at the Association of Research Libraries.*
- *In March 2019, Program Officer for Governance Allison Payne was promoted to Program Manager for Strategic Initiatives. Allison will continue to manage the activities of the Board and Budget & Finance Committee and manage division-level committee appointments. She will also manage ACRL's initiatives, including the Diversity Alliance, to support ACRL's Core Commitment to equity, diversity and inclusion.*
- *In March 2019, ACRL hosted a University of Michigan MLIS student as part of their alternative spring break program. The student analyzed demographics data that was collected from this year's committee*

and section volunteers. The analysis will be used in VP Karen Munro's report out after the majority of appointments are completed in the late spring.

- *Selected Choice staff came to the ACRL Chicago offices in February 2019 to engage with selected ACRL staff on possible strategic directions for Choice.*
- *ACRL Program Coordinator Mariel Colbert left ACRL to work in ALA's Chapter Relations Office; we wish her well in her new position. The search for Mariel's success was launched shortly after her resignation and we hope to hire someone early this spring.*

ACRL Staff & ALA

- ACRL and Choice staff completed annual performance appraisals as required by ALA.
- Executive Director Davis was appointed to an ALA Staff IT Advisory group, intended to help ALA address IT needs from a strategic perspective.
- ED Davis participated in the Senior Management Interview panels for candidates for the ALA Executive Director position.
- ED Davis provided financial information about ACRL's member services to a member of the ALA financial working group related to SCOE.
- In July 2019, ACRL staff attended, with other ALA staff, a staff feedback session on the work of SCOE. The session was led by Tecker Consultant Paul Meyer and Jim Meffert.
- In July 2019, ACRL staff completed a post-Annual evaluation for ALA Conference Services.
- Executive Director Davis participated in the orientation for the ALA President-elect and Treasurer.
- Executive Director Davis continues to serve on the ALA Senior Management team, which typically meets one morning a week.
- ACRL staff members Megan Griffin and Allison Payne serve on an ALA Connect staff advisory group.
- *ACRL staff (Sara Goek, Erin Nevius, and Mary Jane Petrowski) attended the Good Tech Fest, May 23-25, in Chicago.*
- *In May staff met with Tecker International consultants to learn more about the new governance models that SCOE was considering and to provide feedback on those models prior to the releasing of the draft models at the ALA Annual Conference.*
- *Executive Director Davis continues to serve on the ALA Senior Management team, which typically meets one morning a week.*
- *In April the ACRL ED met with the newly elected members of the ALA Executive Board.*
- *In March 2019 ACRL Associate Director (Mary Jane Petrowski) participated in a day-long Merchandise Mart showroom tour with other ALA staff to meet and vet prospective furniture vendors for the new ALA office space.*
- *In March 2019, ACRL staff (Mary Ellen Davis, Mary Jane Petrowski, Allison Payne), other ALA division staff, and SCOE Chair Lessa Kanani'opua Pelayo-Lozada attended an ALA Steering Committee on Organizational Effectiveness (SCOE) discussion facilitated by Tecker Consultant Paul Meyer. There are two more planned facilitated discussions with ALA staff, and ACRL will continue to participate in these meetings.*
- *ACRL staff requested and ALA offered training from its legal counsel on how to handle code of conduct complaints in preparation for the ACRL 2019 Conference.*
- *ACRL staff worked with the Director of the Communications Marketing Office to have a crisis communications plan ready for the ACRL conference. ACRL easily adapted the ALA plan and had it ready for the ACRL 2019 Conference.fr*
- *On February 14, 2019, ALA/ACRL supervisors attended a half-day EDI session, "Leading on Equity: How Leaders Take Risks, Model Inclusion, and Share Vision," hosted by Anne Phibbs, Strategic Diversity*

Initiatives. The session was a follow-up to Phibbs' October all-staff session, "Beyond Diversity 101: Micro-inequities, Implicit Bias, and Moving Toward Equity."

- *Executive Director Davis continues to serve on the ALA Senior Management team. In addition to the weekly meetings, there was also a two-day budget meeting in March. This entails weekly meetings to develop policies and help the organization strategically think about its focus and future. Senior Management also is working with a commercial real estate firm and architectural firm as it explores selling its current office space and identifying new space to lease in downtown Chicago.*
- *ED Davis serves as senior management liaison to a staff working group charged with ensuring ALA is compliant with the General Data Protection Regulation act. ACRL's C&RL News Editor David Free serves on the staff working group.*

Fundraising

- ACRL raised $47,023 in FY19 donations to the Friends of ACRL and has received $1,875 in FY20 donations.
- *ACRL has received $31,295 in FY19 donations to the Friends of ACRL. $82,905 was disbursed to fund RBMS Conference scholarships ($11,655), ACRL 2019 Conference Scholarships ($64,750), and matching funds ($6,500) for ODLOS Giving Tuesday campaign.*
- *The ACRL ED worked with the ALA Director of Development and scheduled several meetings during the ACRL 2019 Conference with potential members of the Legacy Society.*
- *An appreciation reception was held for the Friends of ACRL on April 12, 2019, in Cleveland and 48 donors were recognized for moving into the Circle of Friends (5-9 years), Circle of Excellence (10-14 years), or Circle of Distinction (15-19 years).*
- *The 2019 ACRL Conference Scholarship campaign raised more than $66,000, exceeding the $50,000 goal by 32%. Of the 336 applications received, 149 were funded (44%)*

Technology

- ACRL staff (Allison Payne, Megan Griffin) continue to attend biweekly meetings, with other ALA unit representatives, to standardize functionality (navigation bar, workspaces, guidelines, polling, etc.) across the microsites within ALA Connect.
- *ACRL Program Manager for Strategic Initiatives Allison Payne has been attending biweekly meetings with other ALA unit representatives to standardize functionality (menus, design, use, etc.) across the microsites within ALA Connect.*
- *Starting in January 2019, ALA ITTS will work with division staff to standardize functionality (menus, design, use, etc.) across the microsites within ALA Connect.*
- *ACRL's contract with the virtual meeting platform WebEx will end on March 31, 2019. ACRL will continue to support high demand for virtual engagement from its membership groups by hosting virtual meetings through its two Zoom licenses and one Adobe Connect license.*

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Advancing learning
Transforming scholarship

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Enabling Programs and Services
Key Performance Indicators (KPIs)
Report Period: June 11, 2019 – October 31, 2019

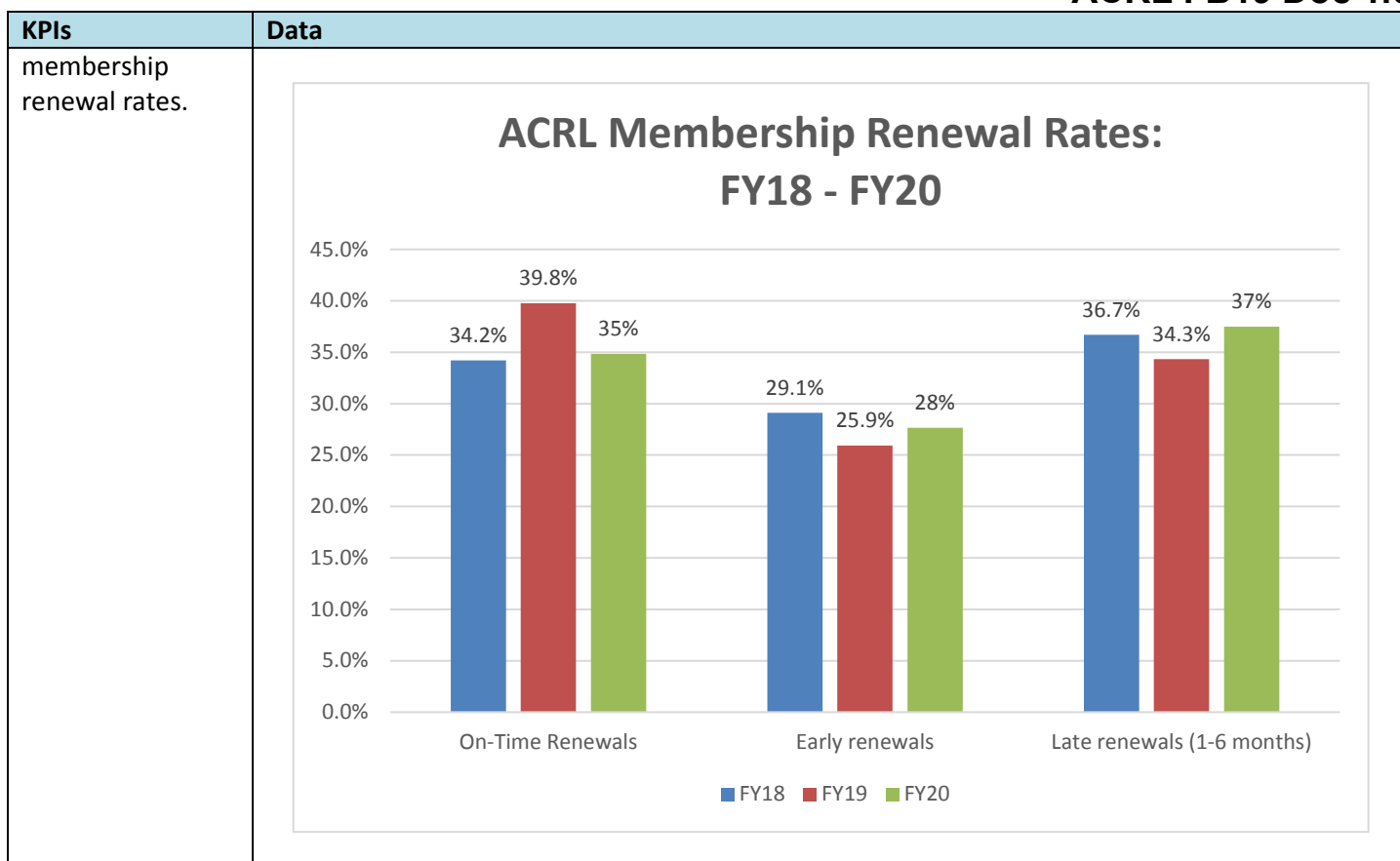## Enabling programs and services key performance indicators (KPI)

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 FY18 and the progress toward each to date is reported below.

Member Engagement

Goals: Maintain 96.5% (9,801) of ACRL's FY19 membership in FY20 and ensure that 52.5% of new members who joined ACRL between May 2018 – March 2019 renew their membership in FY20. The target retention rate is based on the average new member retention rate in the last 5 ACRL non-conference years.

KPIs	Data					
Benchmark analysis of ACRL total membership number	**ACRL membership has increased 3.58% (368) since August 2019 when membership was 10,260.**					
		Sept. FY20	**Sept. FY19**	**Sept. FY18**	**Sept. FY17**	**Sept. FY16**
	Total membership	10,158	10,280	10,437	10,587	11,116
	Change year over year	-1.19%	-1.84%	-1.08%	-5.14%	0.89%

	First-year member renewal rate:					
Continue to benchmark and analyze impact of new member outreach program	**Year**	**1st Quarter**	**2nd YTD Quarter**	**3rd Quarter**	**4th Quarter**	**Year to Date**
	FY20	43.0%				43.0%
	FY19	51.2%				51.2%
	FY18	53.1%				53.1%
	FY17	46.8%				46.8%
	FY16	41.1%				41.1%
	FY15	47.8%				47.8%
	FY14	50.8%				50.8%
	FY13	50.1%				50.1%
	FY12	56.7%				56.7%
	FY11	62.5%				62.5%
	FY10	56.7%				56.7%

Non-conference years are shaded for comparison.
**An analysis of 50 first-year members who did not renew as of October 2019 shows that 38% (19) were regular members, 42% (21) were students, and 12% (6) were non-salaried librarians. 78% of first-year members who dropped their ACRL membership also dropped their ALA

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KPIs	Data
	membership (and 44% of those were regular members and 46% were students); 6% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 33% of those were student members); 16% dropped all division and roundtable membership but retained their ALA membership (and 25% were students).
Benchmark by continuous years of membership	**ACRL personal membership distribution for FY20 to date is shown below.** *The average ACRL membership tenure is 3.93 years (and the median length of ACRL membership is 4 years).*

FY20 Q1 YTD	%	Number	FY19 Q1 YTD	%	Number
<1 year	13.3	1,273	**<1 year**	13.7	1,338
1-5 yrs	44.0	4,225	**1-5 yrs**	43.2	4,209
6-10 yrs	15.9	1,530	**6-10 yrs**	15.9	1,545
11-15 yrs	8.6	831	**11-15 yrs**	8.6	838
16-20 yrs	5.8	557	**16-20 yrs**	6.1	595
21+ yrs	12.4	1,189	**21+ yrs**	12.5	1,221
Total	100	9,607*	**Total**	100	9,746*

*These numbers include only personal members. Reports were run on November 1, 2019 and October 23, 2018 and reflect total personal members as of those dates.

ACRL Membership Distribution by Years of Membership: May 2009 vs. Sept. 2019

Y axis: % of total membership
X axis: # of years of ACRL membership
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 41% are new (or relatively new) to the profession according to the 2018 membership survey.

KPIs	Data
Assess the impact of the renewal reminder program on ACRL	Renewals for FY18, FY19, and FY20 year-to-date are illustrated below. As of September 2019, the renewal rate for ACRL members was 75.3%. Of that number, almost two-thirds (63%) renewed on or before their membership anniversary, and the number of late renewals has increased slightly over FY18 (the last non-conference year).

KPIs	Data
membership renewal rates.	

ACRL Membership Renewal Rates: FY18 - FY20

(Chart — On-Time Renewals: FY18 34.2%, FY19 39.8%, FY20 35%; Early renewals: FY18 29.1%, FY19 25.9%, FY20 28%; Late renewals (1-6 months): FY18 36.7%, FY19 34.3%, FY20 37%)

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		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY19 Overall
	Average overall quality assessment	92%	88%	94%	87%	90%
	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:					
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY19Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	56%	88%	95%	93%	83%
	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.					

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KPIs	Data					
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY18 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	56%	55%	72%	58%	60%
	• This includes every evaluation returned, even in a course had only 1 response.					

Disband Continuing Education/Professional
Development Discussion Group

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Dissolving the Western New York/Ontario Chapter

Submitted by: Lauren Carlton, Program Coordinator ACRL, lcarlton@ala.org

Date submitted: August 29, 2019

Background

Given that the Western New York/Ontario Chapter hasn't submitted an Annual Report in 11 years, their Web site and contact information hasn't been updated in the last 5 years, and repeated attempts at contacting the last known officers have not been fruitful, we are requesting that the ACRL Board vote to dissolve the ACRL Western New York/Ontario Chapter.

According to ACRL's Guide to Policies and Procedures, Chapter 5.1:
"A chapter's affiliation may be dissolved at its request by the Board and its affiliation will be dissolved if the chapter becomes inactive or fails to comply with bylaws provisions regarding chapters. (*Source: ACRL Board, June 1998*)"

Chapter 5.3 Retaining chapter affiliate status, also has relevant information:

"ACRL chapters are completely autonomous. They may (1) adopt bylaws governing officers, membership meetings, committees, and other matters; (2) develop and implement their own programs, requesting assistance from the ACRL Executive Director; (3) establish criteria for dues and membership; or (4) develop a newsletter or engage in other activity in order to improve communication within the membership. Chapters shall either incorporate or belong to a state association that is incorporated within one year of their recognition by ACRL."

Stakeholders

Fiscal and Staffing Impact

ACRL will no longer budget annual funding for the chapter's reimbursement request, and staff time will no longer be needed to maintain the chapter records.

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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Action Recommended

That the ACRL Board of Directors dissolves the Western New York/Ontario Chapter.

Strategic Goal Area Supported

Please see the ACRL Strategic Plan, and select from the drop-down 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.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Disband Continuing Education/Professional Development Discussion Group

Submitted by: Lauren Carlton, Program Coordinator ACRL, lcarlton@ala.org

Date submitted: August 5, 2019

Background
ACRL has not received an appointment acceptance form for a leader of the Continuing Education/Professional Development Discussion Group since 2017 and the discussion group has not met since the 2017 ALA Annual Conference. Repeated attempts to reach our only contact, the previous convener, have been unsuccessful. It appears there is no longer an interest in the continuation of this discussion group.

Stakeholders
We have attempted to contact the past convener multiple times with no response. No other contacts are found.

Fiscal and Staffing Impact
ACRL staff will update the Directory of Leadership and membership materials.

Action Recommended
That the ACRL Board of Directors disbands the Continuing Education/Professional Development discussion group.

Strategic Goal Area Supported
Please see the ACRL Strategic Plan, and select from the drop-down 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.

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☐ 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.
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800-545-2433, ext. 2523
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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Proposed Revisions to ACRL Board Grounds Rules

Submitted by: Karen Munro, ACRL President

Date submitted: 11/6/19

Background

During the ACRL Strategic Planning and Orientation Session (SPOS) held on October 23–25, 2019, the Board reviewed its Ground Rules and Social Media Guidelines. The Board proposed the following edit to its Ground Rules:

ACRL Board Ground Rules

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
6. Signal conclusion, identify next steps, and make clear assignments.
7. Assume positive intent/give benefit of doubt.
8. ~~Have fun!~~ Enjoy yourself.

Stakeholders

The full Board participated in the SPOS discussion.

Action Recommended

That the ACRL Board of Directors approves the proposed revision to its Ground Rules.

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

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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: ACRL Plan for Excellence Proposed Revisions

Submitted by: Karen Munro, ACRL President

Date submitted: 11/6/19

Background
At the ACRL Board Strategic Planning and Orientation Session (SPOS) held during October 23–25, 2019, the Board reviewed the ACRL Plan for Excellence and proposed a minor revision (Doc 2.4a).

Stakeholders
The full Board participated in SPOS, and overall agreed with the proposed revision.

Fiscal and Staffing Impact
Staff will update the website and materials if the Board approves the proposed revisions.

Action Recommended
That the ACRL Board of Directors approves the proposed revision to the Plan for Excellence as shown in Doc 2.4a.

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.

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☐ 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: _____

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Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 • Effective July 1, 2011
Reaffirmed September 2013. Revised November 2018.

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
- equity, diversity, and inclusion
- 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"

Core Commitment

ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. This core commitment permeates the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, and communities of practice. The Association will acknowledge and address historical racial inequities; challenge oppressive systems within academic libraries; value different ways of knowing; and identify and work to eliminate barriers to equitable services, spaces, resources, and scholarship.

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. Academic libraries play a critical role in building diverse, welcoming, and equitable communities; developing inclusive organizations, spaces and services; guarding against policies and practices that intentionally or unintentionally create racial inequalities; embodying diversity in the profession; and creating conditions so that all users are respected and supported in their intellectual dialogues and pursuits. Librarians and their colleagues design services that provide scholars and learners the unfettered ability to create, access, evaluate, and use knowledge. College and university students are information literate, informed scholars and citizens who value the opinions, perspectives, and experiences of others. 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.

Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:
1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Proposed Objectives:

1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

Proposed Objectives:

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
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, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

Objectives:

1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Distance Learning Section name change to "Distance and Online Learning Section"

Submitted by: Natalie Haber, Chair, Distance Learning Section

Date submitted: 10/31/2019

Background

The Distance Learning Section (DLS) has been discussing a name change within the DLS Executive Committee (comprised of section leadership and co-chairs of all committees) since 2015. It was becoming clear that more members, committee volunteers, and co-chairs were coming to the section with job titles like "Online Learning Librarian" or were looking for guidance on serving online students. In the 2016 version of the Standards for Distance Learning Library Services wrote a new section called "the changing nature of distance" to reflect the fact that many students are in online classes, but still on campus.

In 2017/2018, a membership survey was conducted by the DLS Strategic Planning Committee asking for member feedback on the addition of "online" within various goals and within the mission statement of the section, and feedback was generally positive. Here is a link to the full survey results. Focus groups were also conducted with members at the Distance Library Services Conference in April 2018 in San Antonio where participants were asked open ended questions about the DLS in general; in those focus groups, members suggested a name change, or the addition of the word "online" to the section name. The 2018-2021 version of the strategic plan was updated to reflect the language change, "distance and online learning" in all areas of the mission and plan that previously mentioned "distance learning". This plan was voted in by the Executive Committee at the 2018 ALA Annual Meeting.

Throughout the Spring 2019, Strategic Planning Committee routinely discussed a section name change, but did not come to a full consensus. This fall 2019, the Strategic Planning committee began its conversations, again, with discussion of a section name change. The entire committee, comprised of 8 members and 2 co-chairs, came to the unanimous agreement on changing the section name to: "Distance and Online Learning Section". The current committee is comprised of a combination of very long-term DLS members, including two past Chairs, the current vice-chair, and several newer but very engaged members. Needless to say, this committee is full of people who care deeply about the section and are very invested in its future.

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At the September 3rd 2019 DLS Executive Committee meeting, the section name change was brought forward formally as an agenda item. Discussion was led by Strategic Planning co-chairs. The main reasons for the change are as follows:

1. Changing to "Distance and Online Learning section" allows us to be more <u>inclusive</u>; many librarians work within the field of online learning, but not necessarily always at a distance anymore. This change will help us include those working with online learning and guide them to our helpful standards, professional development opportunities, mentoring, and programs at conference.
2. This change allows us to be more in alignment with current job responsibilities.
3. This change may help our membership grow; perhaps we were missing people who work in the field of online learning because of the section name being geared towards distance, specifically.

No one voiced objections. In the following weeks, an electronic discussion was started for further conversation via ALA Connect. 18 members participated in that discussion by voicing their agreement with the change. The Executive Committee took a vote at its last meeting, October 1st 2019 and the motion to change the section name passed unanimously; all 18 members present voted in favor of the change.

Stakeholders

Discussed at Sept 3, 2019 DLS meeting and virtual discussion on ALA Connect.

The Distance Learning Section members will have to be alerted of the change, we plan to hold virtual meetings to discuss and market the change widely via our regular communication channels.

Our [Standards of Distance Learning Library Services](#) will have to undergo language changes to incorporate the new section title; many librarians use these regularly. In terms of content, *The Standards* are up for a full refresh in 2021.

Fiscal and Staffing Impact

There is no fiscal impact, however there will be some staffing impact. If this action is approved and should the section wish to change the name of the Standards for Distance Learning Library Services prior to its next scheduled revision, staff will coordinate between the section and the Standards Committee

Action Recommended

That the ACRL Board of Directors approves the Distance Learning Section name change to the "Distance and Online Learning Section".

Strategic Goal Area Supported

Please see the <u>ACRL Strategic Plan</u>, and select from the drop-down the goal area that will be affected most by this action.

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☐ 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.

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Memo

To: ACRL Board of Directors

        ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: November 11, 2019

Re: 4th Quarter Report, FY 2019 (August final close)

The attached spreadsheet (Doc 4.1) details the performance for the fourth quarter of FY2019 ending August 31, 2019. 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 FY17 4th quarter actual so comparisons between two budgets in ACRL conference years can be made. You will observe the stark contrast in comparing the ACRL net in FY17 and FY19; this is a result of the Board's decision, upon recommendation from the Budget & Finance Committee to spend down the net asset balance.

Executive Summary

ACRL Total	FY19 4th Q Actual	FY19 4th Q Budget	Var.	FY17 4th Q Actual	Var. FY17 to FY19
Revenues	$5,115,731	$5,063,591	$52,140	$5,368,999	($253,268)
Expenses	$5,234,168	$5,621,043	($386,876)	$5,368,999	($134,831)
NET	($118,437)	($557,452)	$439,015	$548,561	($666,998)
Ending net asset balance	$3,311,823	$2,422,808	$889,015	$4,687,946	($1,626,123)

CHOICE Total	FY19 4th Q Actual	FY19 4th Q Budget	Var.	FY18 4th Q Actual	Var. FY18 to FY19
Revenues	$2,520,863	$2,797,719	($276,856)	$2,813,283	($292,420)
Expenses	$2,364,839	$2,345,898	$18,941	$2,573,931	($209,092)
NET	($177,990)	$82,522	($260,512)	($132,001)	($45,989)
Open Choice Write Down (FY19)/Transfer from ACRL (FY18)	$176,324	$0	$176,324	$525,000	($348,676)
Ending net asset balance	$2,571,979	$3,008,816	($436,837)	$2,926,294	($354,315)

ACRL Performance Discussion, FY19 Q4

ACRL ended FY19 better than budget by $439,015, although still had a ($118,437) deficit due to the planned spend down of the net asset balance. Total revenues of $5,115,731 were 1% or $52,140 greater than the $5,063,591 budgeted. Total expenses were $5,234,168 and ($386,876) or 6.8% less than budgeted expenses of $5,621,043.

ACRL Revenues
Although revenues were 1% better than budget, the specific projects had varying performances, some doing better than budget and some underperforming. Let's look at some details.

Professional Development
ACRL 2019 Conference: ACRL's biggest revenue generator is the ACRL Conference, which was a programmatic and financial success. It generated $2,549,663 in gross revenues and a net of $342,292 over the two-year budget cycle.

- The face-to-face registration figure of 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) represents 101% of our 100% of F2F registration revenue of $1,289,556 and 98% of our 100% total registration budget of $1,328,834, which includes F2F+Virtual conference registration. Actual total registration revenue is $1,295,297.
- ACRL sold 330 exhibit booths representing 224 companies, 94% of budget with $846,498 in revenue, rather than the $900,000 budgeted.
- Colleagues fundraising committee worked exceedingly hard to secure donations; pledges came in at $407,350 which is 136% of the $300,000 fundraising goal. Donations received total $382,919. As is typical in fundraising not all pledges are fulfilled.
- Thanks in part to ACRL's successful fundraising campaign 170 conference scholarships, totaling a record-breaking $124,210, for librarians and support staff to attend ACRL 2019 were awarded. Eighty-five of these scholarships (over $66,000 in value) came from the ACRL Scholarship Campaign; the remainder came from ACRL's operating budget.

Licensed workshops (Roadshows) generated 38% less gross revenues than budgeted, in part due to the need to develop new content and perhaps holding an ACRL Conference reduces interest in bringing in regional programming. However, staff managed expenses exceedingly well, nearly breaking even and ending the year with a net of ($320).

Webinars had a strong comeback in the last quarter, generating 28% more than budget with gross revenues of $103,698. The success was due in large part to a multi-part series offered in the summer. Expenses were also below budget generating a net of $54,067.

Consulting
Consulting revenues were below budget due to fewer than expected clients in the 4th quarter but first quarter FY20 is off to a busy start. Gross revenues were 26% below budget with revenues of $33,490 and expenses were 10% below budget. Consulting is a labor-intensive area and while generating net revenues has been challenging the last few years, there continues to be sufficient interest in the services that we will continue to offer this program.

Membership
Dues revenue continued a slight decline, generating $598,848 and missing budget by 1% or $4,168. This follows the pattern of slow decline seen over the last decade with revenues not falling off more sharply due to the regular small increases made to the personal member dues rate.

Publishing
Monographs. Book publishing had a very successful year. Despite missing gross revenues by 2% or $5,423, expenses were less than budget and the project netted $114,927. An interesting trend to note is the rapid increase in digital sales, which exceeded budget by 165%, and offset the decline in print sales which were 15% below budget.

Serials: Advertising, royalties, and subscriptions in ACRL publications came in at or slightly below budget, with *C&RL News* making its gross budget at $613,958. Classified advertising, recorded in the *C&RL News* project, met budget at $408,078 in gross revenues. *C&RL* revenues came in 3% or below budget at $16,054. *RBM* exceeded revenue for subscriptions by $3,193 or 22%, with paid print subscribers holding on longer than expected after the move to open access. However, advertising in *RBM* missed budget by 10% or $1,271.

Sales of Trends & Statistics/Metrics grossed 5% more than budgeted at $123,554 but additional costs for a reprint and the development of a new survey were not budgeted, driving expenses up 65% for a net loss of ($24,379). Revenues from the new survey should help offset these expenses next year.

ACRL Expenses

Total expenses were $5,234,168 and ($386,876) or 7% less than budgeted expenses of $5,621,043. While staff always works to manage expenses to budget there were a few areas of major savings. ACRL saved $152,635 in salaries, overtime, and benefits due to an open position and the decision to outsource management of ACRL's consulting services. Other savings came from member-led initiatives using less funds than budgeted, e.g., fewer travel grants were awarded for visits to higher ed associations, research grants for the scholarly communications agenda were delayed and will carry over to FY20, and a committee-led messaging campaign was not developed. Savings were also realized in travel, conference expenses, printing expenses, supplies and postage. In addition, not all the funds budgeted for strategic plan implementation were used.

Financial contribution to ALA. During FY19, ACRL delivered $811,598 to the ALA general fund.

ACRL Net revenue

ACRL ended FY19 with net revenues of ($118,436) against a budget of ($557,452) or $439,015 or 79% better than budget.

ACRL LTIs

ACRL's long-term investments gained ground after the initial loss in the fall, ending with a net asset balance of $4,954,015, which includes a transfer of $125,000 to the operating fund. This figure is comprised of the following endowments: Oberly Award at $36,830, Leab Award at $59,552, Atkinson Award at $179,723, and the ACRL LTI at $4,677,911.

Choice Financial Discussion, FY19 Q4

The decision, in mid-January, to write off expenses incurred developing the now-discontinued *Open Choice*, our proposed discovery and evaluation service for open educational resources, injected some $316,236, all unbudgeted, into the FY19 performance reports. Of these, $176,324 (line 12, below) reflects a write-down of capitalized software development charges incurred for prototyping. The balance, $139,912, represents salary and author payments and is thus included in the operating expenses shown on line 3. *If these editorial charges ($139,912) were to be subtracted from our operating net revenues (line 9, below), the actual operating loss for the year would have been -$38,079, the second lowest deficit since FY12.*

Line	CHOICE 404	Budget (Year)	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
				FY19 Final Close				
1	Beginning Net Assets	2,926,294	2,926,294	0	0%	2,533,295	392,999	15.51%
2	TOTAL REVENUES	2,797,719	2,520,864	(276,855)	-9.9%	2,813,284	(292,420)	-10.39%
3	Total Expenses before OH/Taxes	2,306,083	2,326,429	(20,346)	-0.9%	2,524,186	197,757	7.83%
4	Contribution Margin	491,636	194,435	(297,201)	-60.5%	289,098	(94,663)	-32.74%
5	Overhead	369,299	334,014	35,285	9.6%	371,353	37,339	10.05%
6	Allocations (575 Main St)	39,815	38,411	1,404	3.5%	49,746	11,335	22.79%
7	Tax	0	0	0	#DIV/0!	0	0	#DIV/0!
8	TOTAL EXPENSES	2,715,197	2,698,854	16,343	0.6%	2,945,285	246,431	8.37%
9	Net Revenue/(Expense) from Ops	82,522	(177,990)	(260,512)	315.7%	(132,001)	(45,989)	-34.84%
10	Transfer to Endowment	0	0	0	#DIV/0!	0		
11	NAB Transfer	(450,000)	0	450,000	100.0%	(525,000)	525,000	-100.00%
12	Open Choice writedown	0	176,324	176,324	#DIV/0!	0	176,324	#DIV/0!
13	Net Revenue/(Expense)	532,522	(354,314)	(886,836)	-166.5%	392,999	(747,313)	-190.16%
14	Ending Net Asset Balance	3,458,816	2,571,980	(886,836)	-25.6%	2,926,294	(354,314)	-12.11%

Revenues

Advertising and Sponsored Content

In fiscal 2013 "space" and banner ads in *Choice* magazine and *Choice Reviews* made up 88% of unit advertising revenue. In fiscal 2019 space and banner ads in these same publications, plus banner ads in *ccAdvisor*, amounted to no more than 49% of advertising revenue, even as total advertising revenue had grown by some $50K over FY13 levels. The difference between these two figures is due to the tremendous growth of our webinar, podcast, and white paper programs and the continued strength of our newsletters and eblasts, collectively labeled "sponsored content" as they all rely on sponsorships and underwriting by publishers for their existence. Between FY13 and FY19 Choice sponsored content revenue grew from $68K to $303K, while space and banner advertising shrunk, from $485K to $296K. As subscription revenue subsides and publisher interest in traditional forms of advertising wanes, the growth of our sponsored content programs is suggestive of a new role for Choice and a changed business model.

The dominant factor in advertising revenue in FY19, and thus the most significant factor in our overall financial performance as a unit, was the dramatic drop in advertising in *Choice* magazine, down almost $130K against budget and over $80K below last year. Losses from this one publication account for 72% of the shortfall in total advertising revenue. When webinars are grouped with advertising (as in the table below but *unlike* the ALA performance reports), overall ad revenue was $193K (24%) below budget. By contrast, our sponsorship platforms—webinars, podcasts, and white papers—performed well. Webinars finished the year with gross receipts of $169K, yielding $138,882 in net revenue (after commissions and the 85/15 split with ACRL), below budget, yes, but over $36K better than last year. Interest in our webinar program continues to be very strong, with lifetime-to-date registrations topping 101,000 and attendances, 38,000 as of this writing. During FY19, downloads and streams of our podcast series, The Authority File, averaged over 3,000 a month and brought in some $29K, up 26% over FY18. Live recording of Authority File episodes at the ACRL conference in Cleveland drew increased attention to the program (monthly streams and downloads in the five months following the event were on average 45% higher than for the previous seven months in the fiscal year) and spawned ideas for a companion series, currently in production. Meanwhile, the first three Choice white papers have garnered close to 1,000 downloads each, with the fourth and most recent study, published in August of this year, already at 785 downloads. Together podcasts and white papers outperformed budget by some 8%, falling behind last year largely because the third white paper, on open educational resources, was published without a sponsor.

ADVERTISING & SPONSORED CONTENT (net)	FY19 Final Close						
Source	**Budget YTD**	**Actual YTD**	**Var**	**% Budget**	**Prior Year**	**Var**	**% Prior**
Mobile app (*deprecated*)	0	0	0	#DIV/0!	8,463	(8,463)	-100.0%
Choice magazine	387,000	258,286	(128,714)	-33.26%	341,678	(83,392)	-24.4%
Choice Reviews	194,824	141,368	(53,456)	-27.44%	177,739	(36,371)	-20.5%
White Papers and Podcasts	44,698	48,395	3,697	8.27%	51,472	(3,077)	-6.0%
ccAdvisor	12,125	12,179	54	0.45%	11,937	242	2.0%
Total	638,647	460,228	(178,419)	-27.94%	591,289	(131,061)	-22.2%
Webinars	153,000	138,882	(14,118)	-9.23%	102,421	36,461	35.6%
TOTAL ADVERT & SPONSHIPS	791,647	599,110	(192,537)	-24.32%	693,710	(94,600)	-13.6%

Subscriptions

Subscription revenue was $1,306,130, some 5% below budget, on the strength (sic) of continued declines in print revenue (*Choice* magazine and *Reviews on Cards*), which together came in 5% below budget and 9% below the previous year. *Choice Reviews* likewise ended the year 5% below budget (but only 4% below prior year). Our co-publications with ProQuest and The Charleston Company were slightly below budget on a combined basis, but with divergent trajectories: up about 10% on *ccAdvisor* and down 7% for *Resources for College Libraries* (RCL), the latter representing a normal fluctuation in sales. Over the summer, responsibility for sales of *ccAdvisor* was given to EBSCO in the hope that their large sales force, with both domestic and international reach, would stimulate new subscriptions, particularly among consortia. Since then we have met with senior sales staff at EBSCO several times, including last week at the Charleston Conference, in the attempt to craft an aggressive sales strategy. As of this writing, however, initial results have been modest, averaging about four new accounts a month.

Overall, subscriptions are under pressure everywhere from declining collection-development budgets and a reduced need for reviews.

SUBSCRIPTIONS	FY19 Final Close						
Source	**Budget YTD**	**Actual YTD**	**Var**	**% Budget**	**Prior Year**	**Var**	**% Prior**
Choice magazine	410,628	387,925	(22,703)	-5.53%	429,171	(41,246)	-9.61%
Choice Reviews on Cards	95,372	92,677	(2,695)	-2.83%	100,070	(7,393)	-7.39%
Subtotal Choice Print	506,000	480,602	(25,398)	-5.02%	529,241	(48,639)	-9.19%
Choice Reviews	689,224	651,630	(37,594)	-5.45%	678,076	(26,446)	-3.90%
Total Choice	1,195,224	1,132,232	(62,992)	-5.27%	1,207,317	(75,085)	-6.22%
ccAdvisor	37,500	41,100	3,600	9.60%	32,130	8,970	27.92%
Resources for College Libraries	142,124	132,798	(9,326)	-6.56%	138,545	(5,747)	-4.15%
TOTAL SUBSCRIPTIONS	1,374,848	1,306,130	(68,718)	-5.00%	1,377,992	(71,862)	-5.21%

Licensing

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year on budget at $521,691. Still outstanding is a $20K royalty payment for matching titles from RCL and Choice's Outstanding Academic Titles list to ProQuest's eBook Central. These monies will arrive too late to be credited to FY19 and will thus serve as seed money for fiscal 2020.

While revenues are holding for now, the licensing revenue streams continue to be dependent on what the major firms that offer them (ProQuest, EBSCO, Baker & Taylor) are willing to pay.

	FY19 Final Close						
LICENSING							
Source	**Budget YTD**	**Actual YTD**	**Var**	**% Budget**	**Prior Year**	**Var**	**% Prior**
Choice magazine	1,500	1,370	(130)	-8.67%	931	439	47.15%
Choice reviews	500,724	513,321	12,597	2.52%	514,160	(839)	-0.16%
RCL	15,000	7,000	(8,000)	-53.33%	15,000	(8,000)	-53.33%
TOTAL LICENSING	**517,224**	**521,691**	**4,467**	**0.86%**	**530,091**	**(8,400)**	**-1.58%**

Expenses

Despite the $139,912 write-down of Open Choice prepaid editorial expenses, recorded in salary and outside services, Choice managed to finish the year with expenses $16,344 better than budget. Careful management of costs in all operational categories except payroll and outside services, both affected by the write-down, were well below budget. Direct spending was about $31K more than budget, and overhead was not as high as expected on reduced revenue.

	FY19 Final Close						
EXPENSES	**Budget YTD**	**Actual YTD**	**Var**	**% Budget**	**Prior Year**	**Var**	**% Prior**
Payroll and Related	1,562,713	1,665,237	(102,524)	-6.56%	1,618,841	(46,396)	-2.87%
Outside Services	56,410	101,658	(45,248)	-80.21%	187,180	187,180	100.00%
Travel and Related	49,175	41,543	7,632	15.52%	38,949	(2,594)	-6.66%
Meetings and Conferences	21,400	11,771	9,629	45.00%	13,658	1,887	13.82%
Publication-related	324,924	260,373	64,551	19.87%	303,821	43,448	14.30%
Operating	344,118	308,930	35,188	10.23%	421,091	112,161	26.64%
TOTAL DIRECT EXPENSES	**2,358,740**	**2,389,512**	**(30,772)**	**-1.30%**	**2,583,540**	**194,028**	**7.51%**

Financial contribution to ALA. During FY19, Choice delivered $334,014 to the ALA general fund.

This page included to accommodate double sided printing.

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	A	I	J	K	L	M	N	O	P
1	11/13/2019 8:56	FY 2019	FY 2019	FY 2019	$ Variance	% Variance	FY 2017	$ Difference	% Difference
2	Sources of Revenue	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017
3			Budget	Actual	Budget	Budget	Actual	Actual	Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	$3,430,260	$3,430,260	$3,430,260	$0	0.00%	$4,389,385	($959,125)	-21.85%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	$4,956,786	$4,956,786	$4,956,786	$0	0.00%	$3,567,882	$1,388,904	38.93%
7	Reserve Sept. 1: CHOICE Fund	$2,926,294	$2,926,294	$2,926,294	$0	0.00%	$2,533,295	$392,999	15.51%
8	Reserve Sept. 1: CHOICE LTI Fund	$572,349	$572,349	$572,349	$0	0.00%	$538,536	$33,813	6.28%
9									
10	Subtotal	$11,885,689	$11,885,689	$11,885,689	$0	0.00%	$11,029,098	$856,591	7.77%
11	ACRL LTI Net Interest (not inc. awards)	$84,462	$84,462	($137)	($84,599)	-100.16%	$87,598	($87,735)	-100.16%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	$603,016	$603,016	$598,848	($4,168)	-0.69%	$638,573	($39,725)	-6.22%
15	Standards, Consulting & Licensing Fees	$131,300	$131,300	$119,311	($11,989)	-9.13%	$84,152	$35,159	41.78%
16	Misc. Donations	$0	$0	$0	$0	N/A	$3,500	($3,500)	-100.00%
17	Awards	$16,400	$16,400	$20,750	$4,350	26.52%	$16,300	$4,450	27.30%
18	Special Events	$12,500	$12,500	$34,887	$22,387	179.10%	$21,729	$13,158	60.55%
19	Diversity Alliance	$26,490	$26,490	$29,930	$3,440	12.99%	$17,450	$12,481	71.52%
20	Subtotal	$789,706	$789,706	$803,726	$14,020	1.78%	$781,704	$22,022	2.82%
21									
22	PUBLICATIONS								
23	CHOICE	$2,797,719	$2,797,719	$2,520,863	($276,856)	-9.90%	$2,813,283	($292,419)	-10.39%
24	C&RL	$16,592	$16,592	$16,054	($538)	-3.24%	$21,142	($5,088)	-24.07%
25	C&RL News	$614,167	$614,167	$613,958	($209)	-0.03%	$648,554	($34,596)	-5.33%
26	RBM	$30,912	$30,912	$29,870	($1,042)	-3.37%	$34,661	($4,791)	-1.66%
27	Nonperiodical Publications	$344,320	$344,320	$338,897	($5,423)	-1.57%	$288,126	$50,771	39.19%
28	Library Statistics	$117,740	$117,740	$123,554	$5,814	4.94%	$129,540	($5,986)	-4.62%
29									
30	Subtotal	$3,921,450	$3,921,450	$3,643,197	($278,253)	-7.10%	$3,935,306	($292,109)	-7.42%
31									
32	EDUCATION								
33	*Institutes	$207,499	$207,499	$222,065	$14,566	7.02%	$277,048	($54,983)	-19.85%
34	ACRL Conference	$2,500,922	$2,500,922	$2,549,663	$48,741	1.95%	$2,815,296	($265,632)	-9.44%
35	Pre-Conferences & Workshops	$344,713	$344,713	$300,245	($44,468)	-12.90%	$238,601	$61,644	25.84%
36	Annual Conference Programs	$16,000	$16,000	$14,000	($2,000)	-12.50%	$16,300	($2,300)	-14.11%
37	Web-CE	$81,020	$81,020	$103,698	$22,678	27.99%	$118,027	($14,329)	-12.14%
38									
39	Subtotal	$3,150,154	$3,150,154	$3,189,671	$39,517	1.25%	$3,465,272	($275,600)	-7.95%
40									
41	FUNDED PROJECTS								
42	IMLS Grant (49) - Restricted	$0	$0	$0	$0	N/A	$0	($277,048)	N/A
43									
44	SPECIAL PROGRAMS								
45	Friends of ACRL–Restricted	$0	$0	$0	$0	N/A	$66,070	($16,300)	N/A
46	Friends of ACRL–Operating	$0	$0	$0	$0	N/A	$0	($118,027)	N/A
47									
48									
49	TOTAL REVENUE	$7,861,310	$7,861,310	$7,636,595	($224,715)	-2.86%	$8,182,282	($545,687)	-6.67%
50	CHOICE REVENUE	$2,797,719	$2,797,719	$2,520,863	($276,856)	-9.90%	$2,813,283	($292,419)	-10.39%
51									
52	TOTAL REV. W/O CHOICE	$5,063,591	$5,063,591	$5,115,731	$52,140	1.03%	$5,368,999	($253,268)	-4.72%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	$2,562,669	$2,562,669	$2,566,068	$3,399	0.13%	$2,553,704	$12,364	0.48%

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	A	I	J	K	L	M	N	O	P
55									
56		FY 2019	FY 2019	FY 2019	$ Variance	% Variance	FY 2017	$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017
58	MEMBERSHIP ACTIVITIES		Budget	Actual	Budget	Budget	Actual	Actual	Actual
59	Membership Services*	$18,805	$18,805	$49,671	$30,867	164.14%	$157,152	($107,481)	-68.39%
60	Exec. Ctte. & Board	$256,972	$256,972	$232,282	($24,691)	-9.61%	$190,578	$41,704	21.88%
61	Advisory	$67,149	$67,149	$60,706	($6,443)	-9.60%	$111,170	($50,464)	-45.39%
62	Standards	$12,856	$12,856	$8,592	($4,264)	-33.17%	$10,190	($1,598)	-15.68%
63	Awards	$43,559	$43,559	$48,676	$5,117	11.75%	$38,163	$10,513	27.55%
64	Chapters	$19,262	$19,262	$18,636	($626)	-3.25%	$10,417	$8,220	78.91%
65	Committees	$129,337	$129,337	$134,130	$4,794	3.71%	$109,318	$24,812	22.70%
66	Sections	$119,962	$119,962	$117,292	($2,670)	-2.23%	$94,308	$22,983	24.37%
67	C&RL Over Revenue	$0	$0	$32,209	$32,209	N/A	$44,455	($12,246)	-27.55%
68	C&RL News Over Revenue	$0	$0	$0	$0	N/A	$0	$0	N/A
69	Liaisons to Higher Ed. Organizations	$74,586	$74,586	$41,205	($33,381)	-44.75%	$51,730	($10,525)	-20.35%
70	Special Events	$28,457	$28,457	$40,849	$12,392	43.55%	$32,306	$8,544	26.45%
71	Information Literacy	$32,600	$32,600	$44,503	$11,903	36.51%	$51,071	($6,568)	-12.86%
72	Scholarly Communications	$143,353	$143,353	$155,076	$11,723	8.18%	$71,476	$83,600	116.96%
73	Value of Academic Libraries	$113,675	$113,675	$57,851	($55,824)	-49.11%	$109,776	($67,147)	-61.17%
74	Government Relations	$60,950	$60,950	$42,629	($18,321)	-30.06%	$36,459	$46,121	126.50%
75	Scholarships	$101,000	$101,000	$82,580	($18,420)	-18.24%	$81,270	$1,310	1.61%
76	Annual Conference Programs	$71,374	$71,374	$41,123	($30,251)	-42.38%	$43,920	($2,796)	-6.37%
77	Diversity Alliance	$28,148	$28,148	$42,920	$14,772	52.48%	$16,429	$26,492	161.25%
78	New Roles Changing Landscapes	$17,970	$17,970	$7,236	($10,734)	-59.73%	$0	$7,236	N/A
79	Project Outcome	$200,049	$200,049	$247,565	$47,516	23.75%	$0	$247,565	N/A
80	Subtotal	$1,540,065	$1,540,065	$1,505,733	($34,331)	-2.23%	$1,260,188	$245,545	19.48%
81	SPECIAL PROJECTS								
82	Friends of ACRL–Restricted	$0	$0	$67,820	$67,820	N/A	$66,070	$1,750	N/A
83	Friends of ACRL–Operating	$81,878	$81,878	$129,998	$48,121	58.77%	$60,245	$69,754	115.78%
84									
85									
86	Subtotal	$81,878	$81,878	$197,818	$115,941	141.60%	$126,315	$71,504	56.61%
87									
88	PUBLICATIONS								
89	CHOICE	$2,715,197	$2,715,197	$2,698,854	($16,344)	-0.60%	$2,945,284	($246,430)	-8.37%
90	C&RL	$74,048	$74,048	$16,054	($57,994)	-78.32%	$21,142	($5,088)	-24.07%
91	C&RL News	$576,586	$576,586	$550,606	($25,980)	-4.51%	$429,039	$121,566	28.33%
92	RBM	$25,492	$25,492	$19,622	($5,870)	-23.03%	$32,744	($13,122)	-40.08%
93	Nonperiodical Publications	$322,221	$322,221	$223,970	($98,251)	-30.49%	$256,695	($32,725)	-12.75%
94	Library Statistics	$89,389	$89,389	$147,932	$58,544	65.49%	$82,569	$65,363	79.16%
95									
96	Subtotal	$3,802,933	$3,802,933	$3,657,038	($145,895)	-3.84%	$3,767,474	($110,436)	-2.93%
97									
98	EDUCATION								
99	Institutes	$203,731	$203,731	$216,074	$12,342	6.06%	$279,929	($63,855)	-22.81%
100	ACRL Conference	$2,282,532	$2,282,532	$2,093,753	($188,779)	-8.27%	$2,166,094	($72,341)	-3.34%
101	Pre-Conf & Workshops	$364,100	$364,100	$280,793	($83,306)	-22.88%	$179,508	$101,286	56.42%
102	Web-CE	$57,029	$57,029	$49,631	($7,397)	-12.97%	$51,415	($1,784)	-3.47%
103									
104	Subtotal	$2,907,392	$2,907,392	$2,640,251	($267,140)	-9.19%	$2,676,945	($36,694)	-1.37%
105									
106	FUNDED PROJECTS								
107	IMLS Grant Cost Share (12) - Operating	$0	$0	$0	$0	N/A	$870	($870)	N/A
108	IMLS Grant (47) - Restricted	$0	$0	$0	$0	N/A	$0	$0	N/A
109									
110	**UNALLOCATED ADMIN. EXPENSES**	$3,974	$3,974	$0	($3,974)	-99.99%	$0	$0	N/A
111	TOTAL EXPENSES	$8,336,241	$8,336,241	$7,933,021	($403,219)	-4.84%	$7,765,722	$167,299	2.15%
112	CHOICE EXPENSES	$2,715,197	$2,715,197	$2,698,854	($16,344)	-0.60%	$2,945,284	($246,430)	-8.37%
113									
114	TOTAL EXP. W/O CHOICE	$5,621,043	$5,621,043	$5,234,168	($386,876)	-6.88%	$4,820,438	$413,730	8.58%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	$3,338,512	$3,338,512	$3,140,414	($198,097)	-5.93%	$2,654,344	$486,070	18.31%

	I	J	K	L	M	N	O	P
117								
118		FY 2019	FY 2019	FY 2019	$ Variance	% Variance	FY 2017	$ Difference	% Difference
119	**NET REVENUE & FUND BALANCES**	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017
120		4th Quarter	Budget	Actual	Budget	Budget	Actual	Actual	Actual
121	**ACRL Net W/O *CHOICE***	($557,452)	($557,452)	($118,436)	$439,016	-78.75%	$548,561	($666,998)	-121.59%
122	***CHOICE* Net**	$82,522	$82,522	($177,990)	($260,512)	-315.69%	($132,001)	($45,989)	-34.84%
123	**Open Choice Write Down**	$0	$0	($176,324)	($176,324)	N/A	$525,000	($701,324)	-133.59%
124	***CHOICE* Ending Operating Balance**	$3,008,816	$3,008,816	$2,571,980	($436,836)	-14.52%	$2,926,294	($354,314)	-12.11%
125	**Added to ACRL LTI Fund**	$450,000	$450,000	$0	($450,000)	N/A	$250,000	($250,000)	N/A
126	**Ending net asset balance: ACRL**	$2,422,808	$2,422,808	$3,311,824	$889,016	36.69%	$4,687,946	($1,376,122)	-29.35%
127	**Mandated Operating Reserve: ACRL**	$989,273	$989,273	$989,273	$0	0.00%	$886,316	$102,957	11.62%
128	*Note: Beginning in FY10, the Edu. category "Prof. Development" renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment projects. The RBMS regional workshops project is now reflected in the Pre-Conferences & Workshops category in line 106.
129	** 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.
130	***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.
131	****Note: Some minor $1 variances between detailed spreadsheets and financial report charts due to rounding.
132	**ENDING RESERVE LEVELS**
133	**ACRL Operating Reserve Fund**	$2,422,808	$2,422,808	$3,311,824	$889,016	36.69%	$4,687,946	($1,376,122)	-29.35%
134	**ACRL LTI Funds (inc. award endowments)**	$4,922,549	$4,922,549	$4,954,015	$31,467	0.64%	$4,180,024	$773,991	18.52%
135	***CHOICE* Operating Reserve Fund**	$3,008,816	$3,008,816	$2,571,980	($436,836)	-14.52%	$2,794,293	($222,313)	-7.96%
136	***CHOICE* LTI Fund**	$546,654	$546,654	$538,536	($8,118)	-1.49%	$923,359	($384,823)	-41.68%
137									
138	**MEMBERSHIP ACTIVITIES NET**	($832,236)	($832,236)	($832,005)	$231	0.03%	($538,728)	($223,523)	-41.49%
139	**PUBLICATIONS NET**	$35,995	$35,995	$164,150	$128,154	356.03%	$299,833	($135,684)	-45.25%
140	**EDUCATION NET**	$242,762	$242,762	$549,420	$306,658	126.32%	$788,326	($238,907)	-30.31%

DEFINITIONS

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*.

Lines 6 and 8 represent the principal in ACRL and *CHOICE* long-term investments as of September 1, the beginning of the fiscal year.

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.

Line 14 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.

Line 33 is the total revenue from the Immersion Institutes.

Line 35 is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.

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)**.

Line 54 shows total ACRL revenue **(Line 49)** minus revenue generated from ACRL Conferences **(Line 34)** and *CHOICE* **(Line 50)**.

Line 59 actual membership expenses are offset by the transfer of $125,000 from ACRL's LTI.

Line 99 shows total expense from the Immersion Institutes.

Line 104 shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.

Line 111 represents the total expenses shown on subtotal lines for membership activities **(Line 80)**, special projects **(Line 86)**, publications **(Line 96)**, education **(Line 104)**, funded projects **(Line 107)**, and unallocated administrative expenses **(Line 110)**.

Line 114 shows the total expenses for ACRL and represents the expenses shown on **Line 111**, total expenses, minus **Line 112**, *CHOICE* expenses.

Line 116 shows total ACRL expenses **(Line 111)** minus ACRL Conference expenses **(Line 100)** and *CHOICE* **(Line 112)**.

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**.

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**.

Line 123 shows funds transferred from *CHOICE* operating fund balance **(Line 124)** into *CHOICE*'s long-term investment.

Line 135 – *CHOICE* end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.

Line 127 shows funds transferred from ACRL operating fund balance **(Line 133)** into ACRL's long-term investment.

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.

Line 127 – Mandated Operating Reserve – The sum of 25% of the average operating expense **Line 114**, based on the four most recently completed years.

This page included to accommodate double sided printing.

ACRL Dashboard Metrics
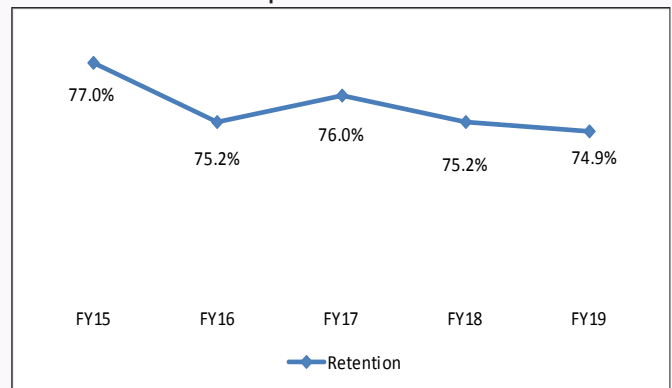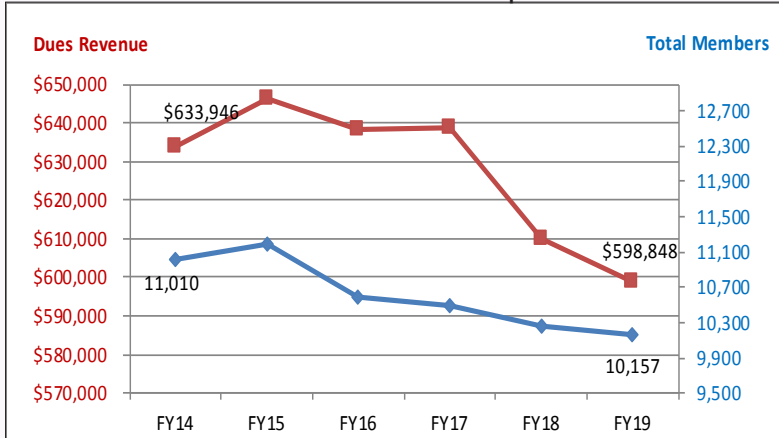
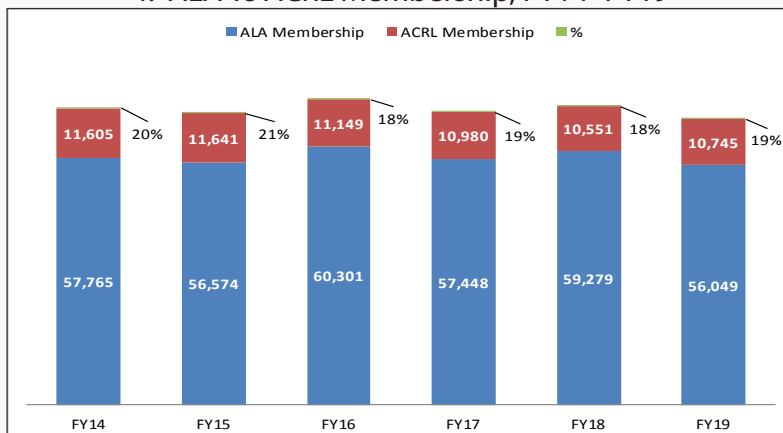## Membership

1. ACRL Membership Composition FY14–FY19

Personal: 10,269 (FY14), 10,472 (FY15), 9,910 (FY16), 9,837 (FY17), 9,608 (FY18), 9,519 (FY19)
Organizational: 721, 690, 664, 640, 634, 619
Corporate: 20, 10, 18, 18, 18, 19

Legend: ◆ Personal ■ Organizational ▲ Corporate
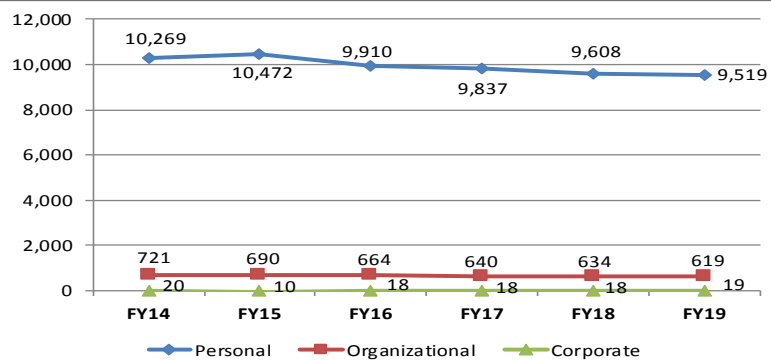
2. YTD Membership Retention Rates FY15–FY19

Retention: 77.0% (FY15), 75.2% (FY16), 76.0% (FY17), 75.2% (FY18), 74.9% (FY19)

Legend: ◆ Retention

3. ACRL Dues Revenue & Membership FY14–FY19

Dues Revenue (red): $633,946 ... $598,848
Total Members (blue): 11,010 ... 10,157

X-axis: FY14, FY15, FY16, FY17, FY18, FY19

4. ALA vs ACRL Membership, FY14–FY19

Legend: ■ ALA Membership ■ ACRL Membership ■ %

	FY14	FY15	FY16	FY17	FY18	FY19
ACRL Membership	11,605	11,641	11,149	10,980	10,551	10,745
%	20%	21%	18%	19%	18%	19%
ALA Membership	57,765	56,574	60,301	57,448	59,279	56,049

5. ACRL Market Penetration, FY04–FY15

Total US Academic Librarians

	FY04	FY06	FY08	FY10	FY12	FY14	FY15
Total	25,936	26,469	27,030	26,706	26,606	27,983	26,411
ACRL Personal Members	9,933	10,140	9,750	9,545	9,373	9,054	8,924
%	38.3%	38.3%	36.1%	35.7%	35.2%	32.4%	33.8%

Legend: ■ ACRL Personal Members
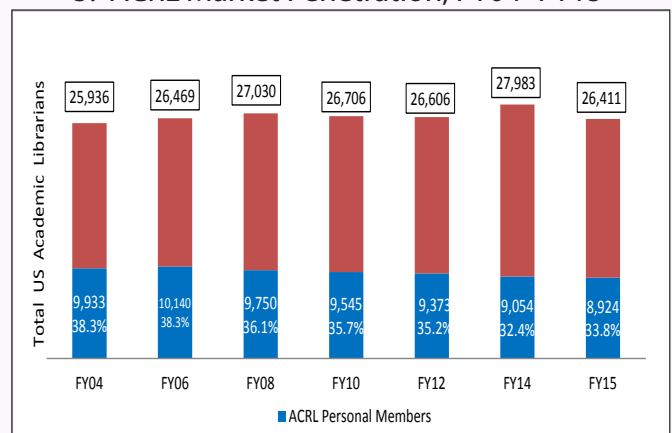
Charts 1-4: FY19 based YTD August 2019. Chart 5: based on 2015 IPEDS data.

Friends of ACRL

6. Friends of ACRL Donors & Donations

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Donors	66	93	122	200	166	340	157	288	286	291
Amount	$8,002	$8,691	$8,831	$16,002	$43,525	$32,089	$37,060	$39,394	$49,803	$31,295
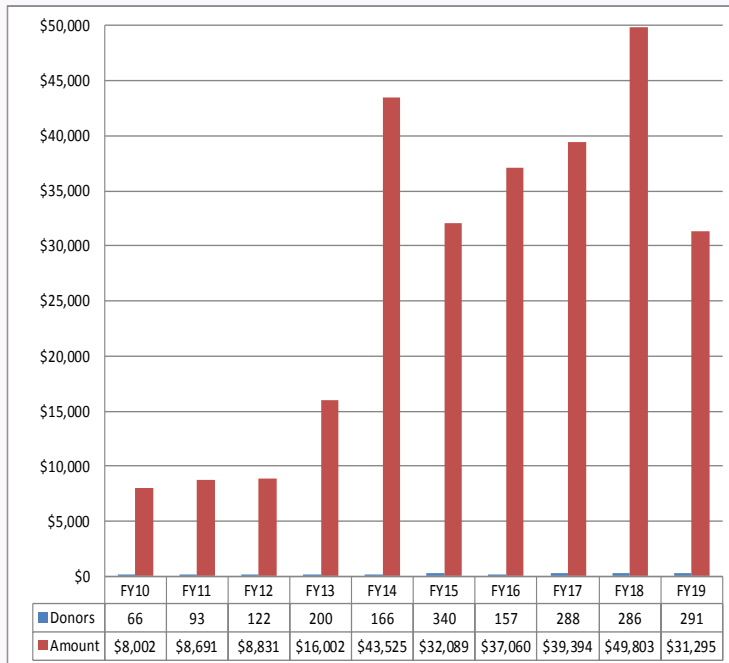
FRIENDS OF ACRL

Chart 6: FY19 based on data through April 18, 2019.

Budget

7. Net of Business Lines

Legend: Dues / Mbrsp, Publications, Prof. Dev. (Education)

FY13 – FY19; values noted: $549,420; $164,150; $(832,005)
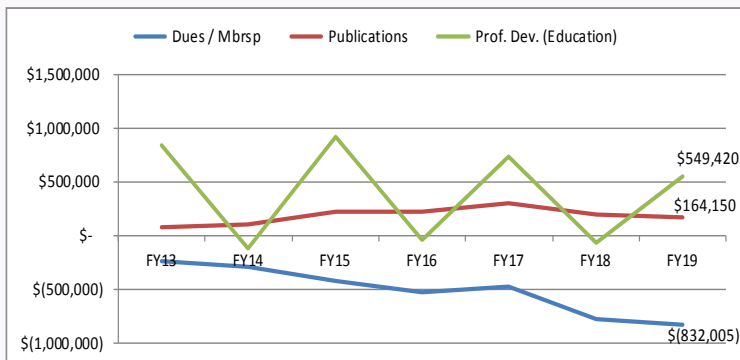
8. LTIs ACRL (inc. award endowments) & CHOICE

Legend: ACRL w/o CHOICE, CHOICE

FY07 – FY19; values noted: $4,954,015; $538,536
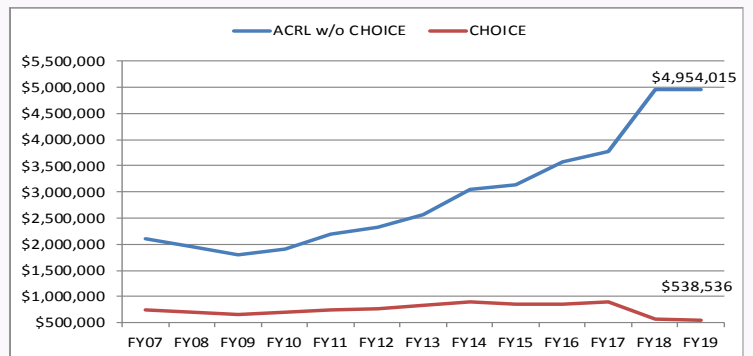
9. ACRL & CHOICE Net Asset Balance

Legend: ACRL w/o CHOICE, CHOICE

FY12 – FY19; values noted: $3,311,824; $2,571,980
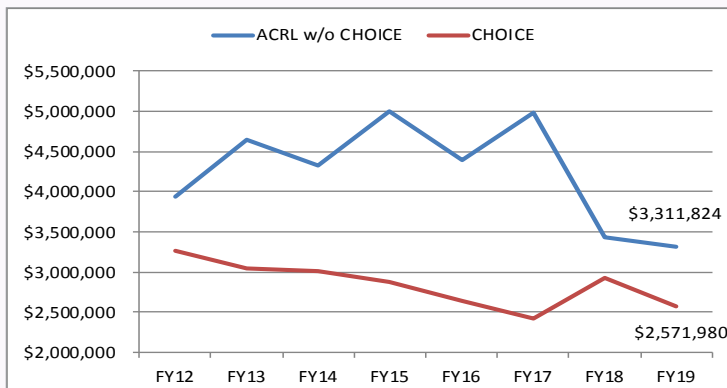
10. ACRL & CHOICE Net Revenues

Legend: ACRL (w/o CHOICE), CHOICE

FY12 – FY19; values noted: -$118,436; -$354,315
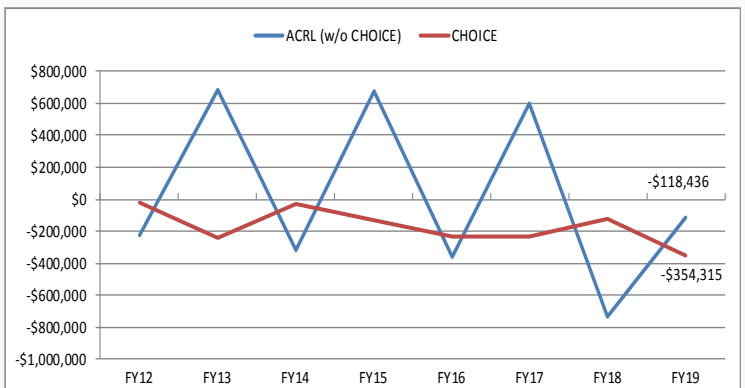
Charts 7-10 based on August 2019 Final Close. Chart 8: FY18 includes $350K Choice to ACRL transfer.

FY2021 Budget Assumptions
DRAFT

ACRL develops budget assumptions annually to guide staff in preparing annual project budgets. ACRL's budget is mission-driven and should provide sufficient revenues to support the strategic initiatives outlined in the ACRL Plan for Excellence as well as initiatives related to its core commitment to equity, diversity, and inclusion (EDI). This is accomplished through a blend of programs and services, some of which generate net revenues, e.g., ACRL professional development, especially its biennial conference, and others that the association expects to support, e.g., advocacy, member services, etc.

The ACRL Budget & Finance Committee reviewed these draft assumptions on November 7, 2019. Staff incorporated the committee's feedback and shared the revised document with the ACRL Board. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2019 Fall Board Meeting on November 18, 2019. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY21 budget for review by the Budget & Finance Committee at the 2020 ALA Midwinter Meeting.

General Overview: The economic climate and ACRL

As we prepare the FY21 budget for ACRL, the global economic outlook based on the past year's activity is "weaker-than-anticipated."[1] Volatile global markets are of concern to higher education funding and enrollment, with tensions stemming from a US-China trade war; a Brexit deal still undecided; and the increase in anti-immigration policies. In addition to the unpredictability of global factors, state spending on public colleges and universities remains well below the historical levels prior to the Great Recession of 2008-09.[2] Although "most Americans believe state spending for public universities and colleges has

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[1] International Monetary Fund, "World Economic Outlook, July 2019: Still Sluggish Global Growth," July 2019. Accessed September 5, 2019.
https://www.imf.org/en/Publications/WEO/Issues/2019/07/18/WEOupdateJuly2019.

[2] Michael Mitchell et. al., "Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality," *Center on budget and Policy Priorities*, October 4, 2018, https://www.cbpp.org/research/state-budget-

increased or at least held steady over the last 10 years, according to a new survey by American Public Media," in fact, "states have collectively scaled back their annual higher education funding by $9 billion during that time, when adjusted for inflation, the Center on Budget and Policy Priorities, or CBPP, reports."[3] Although total enrollment in degree-granting postsecondary institutions increased 27 percent from 2000 to 2017 (from 13.2 million to 16.8 million students), it is projected to increase by only 3 percent between 2018 and 2028 (from 16.8 million to 17.2 million)."[4] This number is in line with high school graduation rate projections, which show the number of high school graduates increasing by only 3.1% between 2011 and 2025.[5] With a slowdown in enrollments, it is unlikely that higher education will see a substantive increase in its funding, which typically translates to no more or less funding for academic libraries. A bright spot in higher education enrollment is a trend for free or reduced tuition programs at the state level. Twenty states[6], such as New Mexico[7], New York[8], Oregon[9], and Tennessee[10], currently offer or have proposed legislation to offer free tuition programs. Some states, such as New Mexico, are proposing free tuition to state colleges and universities, regardless of income.

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and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and. Accessed November 5, 2019.

[3] Jon Marcus." Most Americans don't realize state funding for higher ed fell by billions," The Hechinger Report, February 26, 2019. https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions Accessed November 5, 2019.

[4] U. S. Department of Education: National Center for Education Statistics, "The Condition of Undergraduate Enrollment," (May 2019). Accessed September 5, 2019. https://nces.ed.gov/programs/coe/indicator_cha.asp.

[5] Western Interstate Commission for Higher Education, "Overall Graduate High School Trends," Accessed September 20, 2019. https://knocking.wiche.edu/nation-region-profile/

[6] Jessica Dickler, "Tuition-free college is now a reality in nearly 20 states," *CNBC*, March 12, 2019. https://www.cnbc.com/2019/03/12/free-college-now-a-reality-in-these-states.html

[7] Simon Romero and Dana Goldstein, "New Mexico Announces Plan for Free College for State Residents." *New York Times*, September 18, 2019. https://www.nytimes.com/2019/09/18/us/new-mexico-free-college-tuition.html

[8] New York State, "Tuition-Free Degree Program: The Excelsior Scholarship," Accessed September 20, 2019. https://www.ny.gov/programs/tuition-free-degree-program-excelsior-scholarship

[9] Office of Student Access and Completion, "Oregon Promise," Accessed September 20, 2019. https://oregonstudentaid.gov/oregon-promise.aspx

[10] TN Higher Education Commission & Student Assistance Corporation, "Tennessee Promise," Accessed September 20, 2019. https://www.tn.gov/tnpromise

The city of Detroit recently announced the Detroit Promise, which offers free college tuition to residents of Detroit. Funding seems to come from public/private partnerships including foundations with some universities picking up the tuition costs themselves after all federal funding, e.g., Pell grants, applied.[11] [12]While these tuition trends are beneficial to students it is not clear whether additional resources will be made available to the libraries serving an increased number of students. However, it is often true, as one Budget & Finance Committee member mentioned, that as enrollment/graduation increases funding increases and if it drops, so does the funding.

ACRL membership's slow but steady decline should also be considered as we look to FY21 finances. The closing of institutions could further reduce both ACRL's organizational and personal members. Closures are declining, but there are still a significant number of institutions that close each year. In 2018, there were 249 closed postsecondary institutions; in 2017, 633; in 2016, 1,045.[13] The workforce is aging and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded (between 2012 and 2017, there was a 34.9% drop in number of LIS masters degrees awarded, from 7,443 in 2012 to 4,843 in 2017).[14] Of the MLIS degrees awarded between 2014 and 2018 the number of placements in academic libraries is holding steady in the 21-23% range.[15, 16] However, the portion of the LJ Placements and Salaries article accessible indicated that "college/university libraries attracted 22% of the 2018 LIS Graduates, down slightly from the prior two years,"[17] which of course could have a negative impact on ACRL membership. The decline during and after the 2008 recession may be

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[11] Katrease Stafford, "$3.5M grant to fund Detroit Promise Scholarships," Detroit Free Press, May 1, 2017, accessed November 7, 2019. https://www.freep.com/story/news/local/michigan/detroit/2017/05/01/detroit-promise-scholarships/101154434/

[12] David Jesse, "Wayne State offers free tuition to Detroit teens who graduate high school," Detroit Free Press, October 23, 2019. Accessed November 7, 2019. https://www.freep.com/story/news/education/2019/10/23/wayne-state-free-tuition-detroit/4064402002/

[13] U. S. Department of Education, Office of Federal Student Aid, "Closed School Monthly Reports," Accessed September 20, 2019. https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html.

[14] "Master's degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2016-17," *NCES*, accessed September 20, 2019, https://nces.ed.gov/programs/digest/d18/tables/dt18_323.10.asp?current=yes.

[15] Stephanie L. Maatta, "Placements & Salaries 2014." *Library Journal*, October 15, 2014, p. 26-33.

[16] Suzie Allard, "Placements & Salaries 2018." *Library Journal*, October 15, 2018, p. 16-21.

[17] Suzie Allard, "The Analytics Age," *Library Journal,* October 2019, p. 32.

stabilizing, as the U.S. Bureau of Labor Statistics projects a 6% increase (as fast as average) job outlook.[18] While job growth is indicated as fast as average again, it is a decline from the 9% listed in the previous year.

Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.[19]

The ACRL Board and Budget & Finance Committee at their joint meeting in January 2016, learned from consultant Paul Meyer a number of trends in association membership overall, which are still on track , including: there is an increase in specialty organizations; there is greater competition for membership dollars and time; the number of association memberships per individual/company is declining; employer support for membership has declined and; and there is an increased focus on engagement to retain members.[20]

The overall growth for the economy is rebounding with a projected 2.3% increase for 2019, which is less than the projected increase of 3.1% from 2018,[21] but the fragile and somewhat mixed outlook for the economy extends to higher education as well. The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.6% increase for 2019, which is slightly down from 2.8% projection from a year ago.[22] However, "unlike after previous economic downturns, state

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[18] Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed September 20, 2019, last modified date September 4, 2019, http://www.bls.gov/ooh/education-training-and-library/librarians.htm.

[19] Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019.https://crl.acrl.org/index.php/crl/article/view/23526/30835

[20] Paul Meyer, *Tecker International* (presentation, Joint meeting of the ACRL Board of Directors and Budget & Finance Committee, ALA Midwinter Meeting, Boston, January 11, 2016).

[21] "An Update to the Economic Outlook: 2019 to 2029," *Congressional Budget Office*, August 21, 2019, https://www.cbo.gov/publication/55551.

[22]"Higher Education Price Index (HEPI) Estimate for August 2019," *Commonfund*, September 4, 2019. Accessed on September 24, 2019. https://www.commonfund.org/news-research/index/hepi-estimate-august-2019/.

spending on higher education has not bounced back as the economy rebounds,"[23] and continues to decline. As stated in the overview, in the last ten years, state funding has decreased by $9 billion when adjusted for inflation, and "state appropriations per full-time student have fallen from an inflation-adjusted $8,489 in 2007 to $7,642 in 2017."[24] Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than $7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is "down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years."[25] "In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession."[26] To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.[27] However, some see a coming limit to how much tuition can be increased, which may mean continuing jockeying for the same finite resources. [28]

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[23] Luba Ostashevsky, "As economy rebounds, state funding for higher education isn't bouncing back," *PBS News Hour*, September 14, 2016, http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/.

[24] Jon Marcus, "Most Americans don't realize state funding for higher ed fell by billions," *PBS News Hour*, February 26, 2019, https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions.

[25] Rick Seltzer, "'Anemic' State Funding Growth," *Chronicle of Higher Education,* October 23, 2018. https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018.

[26] Jeffrey Selingo, "States' decision to reduce support for higher education comes at a cost," Washington Post, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

[27]Ibid.

[28] Dan Nemser and Brian Whitener, "The Tuition Limit and the Coming Crisis of Higher Education," The New Inquiry, March 26, 2018. Accessed November 9. 2018.https://thenewinquiry.com/the-tuition-limit-and-the-coming-crisis-of-higher-education/

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.[29, 30] Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs.

This continued state of lower funding and a consolidation in the marketplace will impact ACRL's FY21 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. A quick recap of ACRL's FY19 revenue streams) vary based on project and timing. Gross revenues for consulting were below budget due to fewer than expected clients in the 4th quarter, but first-quarter FY20 is off to a busy start. Webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget, and the ACRL Conference may reduce interest in local/regional professional development, which could impact FY21 revenue. The ACRL Conference was a programmatic and financial success. While registration, advertising, and exhibits performed slightly under budget, the generosity of ACRL sponsors exceeded budget, and staff reduced expenses leading to higher net revenue than budgeted at about $342,000 over the two-year planning period. We hope to be able to deliver similar results for the FY21 ACRL Conference, but recognize that Seattle will be a far more expensive venue than Cleveland.

The FY21 budget will incorporate revenue from expanded business initiatives, such as increasing opportunities for sponsored content, more licensed workshops, and more book sales. In FY21, there will be new and expanded initiatives pertaining to ACRL's Core Commitment to equity, diversity and inclusion. In October 2019, a newly created joint ACRL/ARL/ODLOS/PLA task force, The Building Cultural Proficiencies for Racial Equity Framework Task Force, was created. The task force will seek to have a new cultural competencies document, *Building Cultural Proficiencies for Racial Equity framework*, for public and academic librarians completed by Annual 2020.

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to "invest" a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship the net asset balance, which had grown to $5,002,115 at the beginning of FY16 has through careful investments in strategic initiatives been reduced to $3,311,824 (August Final Close) at the end of FY19. As ACRL has a FY20 investment budget of

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[29] James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/.

[30] David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, http://www.against-the-grain.com/2016/07/industry-consolidation-report/.

-$923,241 and the FY20 mandated operating reserve is $1,052,784, the Board, Budget & Finance Committee, and staff, will closely monitor revenues and expenses in FY20 to ensure that the FY20 year-end balance remains at a healthy level to begin FY21. ACRL has spent down its net asset balance as planned, and now we are looking to build a budget that balances expenses with revenue. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives. Going forward, it is expected that the ACRL Board and Budget & Finance Committee will take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence and the core commitment to equity, diversity, and inclusion through strategic investments from ACRL's net asset balance.

While ACRL works to achieve the appropriate net asset balance, it will reduce transfers to its long-term investment fund. In FY19 ACRL transferred $125,000 in appreciation from its LTI to its operating budget to support strategic initiatives. Without the two-year notification required by ALA, ACRL can transfer up to $49,999 to its LTI; transfers above $50,000 require the two-year advance notification.

Note: These assumptions were reviewed by the Budget & Finance Committee during its virtual meeting on November 7, 2019 and updated to include their comments and suggestions.

Choice FY21 Budget Assumptions

General Remarks

Over the past few years a quiet change has been taking place at Choice. While revenues from 2013 to the present are down overall, during this period the *distribution* of revenue among our three revenue streams—subscriptions, licensing, and advertising/sponsorships—has changed in an interesting and important way. Bolstered by the introduction of a new review service, *ccAdvisor*, and the rebuilding of *Choice Reviews*, subscription revenue has held steady at around 51% of total unit revenues, this despite a continuous drop in circulation in our print properties. On the other hand, royalties from the licensing of our reviews to third parties fell dramatically, from 26% of unit revenues in FY13 to only 20% today, offset by a corresponding rise in advertising and sponsorship revenue, from 19% in FY13 to 25% by the close of FY19.[31]

Buried in this last figure is an important trend. During the period in question, in-publication advertising—print ads in *Choice* magazine and banner ads in *Choice Reviews* and *ccAdvisor*—fell from 87% to 47% of all ad revenue, while *sponsorships*—of newsletters, white papers, podcasts, and

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[31] The final 4% is "other" revenue, largely from the sale of remaindered books.

webinars—rose from 13% to 53%. This rise in sponsorship revenue is an important indicator of a larger trend at Choice: the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews.

So while the circulation of *Choice* magazine has fallen, from 1,569 institutions in FY13 to 847 today, and while digital circulation (*Choice Reviews*) has risen by only a few percentage points, we have during this same period quietly been amassing a readership of far greater size and diversity. Consider these engagement figures from the year just finished:

- Choice newsletter subscribers: 13,570 (6 monthly newsletters)
- Webinar registrants: 17,013[32] (24 webinars)
- Webinar attendees: 6,307
- Webinar screenings on the Choice Media Channel (YouTube): 13,127
- The Authority File podcasts: 33,532 downloads and streams (34 episodes)
- White paper downloads: 2,804 (3 reports)
- Bibliographic essay sessions on LibGuides platform: 43,502
- Bibliographic essays viewed: approximately 10,915
- Facebook followers: 10,475
- Facebook "post reach": 81,099
- Twitter followers: 1,402 (up 17% year over year)
- Twitter impressions: 394,100

With the exception of social media and the bibliographic essays, all of the above are funded by sponsors, and all are offered to librarians at no charge.

Clearly, even as the demand for our reviews is moderating (keeping in mind that subscriptions still generate half our income), there has been no fall-off in interest in research-based and professional-development content. Content, in other words, that helps librarians do their work better. As the engagement figures shown here attest, the demand for information of this sort is only growing. Sponsors have recognized in this demand an opportunity to connect with librarians more directly than was possible via traditional advertising, and the result has been a situation that redounds to the benefit of both.

For fiscal 2021, then, as indeed for the current year, Choice has twin paths to tread. On the one hand, we need to take a hard look at our review publications to determine whether the format and range of our reviews support contemporary collection-development practices. Do we need longer, more synthetic reviews of fewer, better-chosen monographs? Should we be doing more to review open access sources? Important works of fiction? Should we open the "archives" (based on some arbitrarily chosen

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[32] Lifetime webinar program stats (not de-duped): Registrations: 97,780; attendances: 35,726

Given this, it is premature to forecast FY21 revenue other than to acknowledge the roughly $35K (half the gross revenue) stemming from the CRL and CARL contracts.

Resources for College Libraries, our co-publication with ProQuest, has generated a fairly stable revenue stream in recent years, but because ProQuest is solely responsible for sale of the database, we have no visibility into their efforts save for the information we receive in monthly calls with the marketing staff. Recent changes at ProQuest have once again brought us a new marketing manager (our third in a little over a year), and the results of her efforts, let alone those of the sales force, remain to be seen. Overall, we are forecasting revenue in line with or slightly below recent performance, which has garnered approximately $140K annually. We also derive some incidental licensing revenue from ProQuest's designation of titles in eBook Central as being members of the RCL core-title list. This auto-renewable revenue is currently worth $20K annually.

Third-party Licenses

Choice reviews are not published in native formats alone. In fact, 30% of the revenue generated by Choice reviews (exclusive of advertising), and 20% of total unit revenues, derives from the license of these reviews to wholesalers and aggregators. During FY19 these licenses generated over half a million dollars in royalties. The largest of these contracts, with Books in Print/Syndetics (ProQuest) is scheduled for renegotiation at the end of this year. Historically, ProQuest has looked for reductions on the order of 15% during these discussions and should that prove to be the case again we will be looking at a loss of about $18K during the first year of the renewal license. All other licenses are presumed unchanged, bringing to around $500,000 the royalties generated by the licensing of our reviews this year, and this amount will be carried forward to FY21 unless later circumstances dictate otherwise.

Advertising and Sponsorships

Sponsorships are growth opportunities for Choice. As we noted in the introduction, "traditional" advertising—space and banner ads in *Choice, Choice Reviews,* and *ccAdvisor*—now comprises only 47% of our total advertising and sponsorship revenue, down from 87% in FY13. The remainder comes in the form of publisher underwriting of newsletters, eblasts, webinars, podcasts, and white papers, which together brought in some $318K in FY19. The latter three of these in particular represent a publisher spend related to its brand as a whole rather than the promotion of a particular product or service. In FY19, this "brand" or "content" marketing (i.e., from webinars, podcasts, and white papers) garnered just over $200,000 in advertising revenue. Prospects for FY21 are discussed below.

Webinars. Now in its seventh year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences. Early concerns about the limited life-cycle of our program, while not dispelled altogether, seem premature, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted venue for sponsors, who increasingly look to us for support in approaching the academic library market. FY19 was a strong year for the program; we expect FY20 to be every bit as strong (bookings through the end of 2019 are running $20K ahead of last year); and so we are forecasting revenues at least equal to those of

FY19 in FY21. That said, the future of the program is only as strong as advertiser budgets, a factor beyond our control.

Podcasts. During this past year the popularity of The Authority File accelerated rapidly from its inaugural year, with audience engagement growing by 62%; even more impressive, figures for this September are up 140% (4,241 v 1,789 downloads and streams) from a year ago. In light of this growth, we are beginning a companion series to The Authority File, this one a serial-style podcast, in narrative format, highlighting individual library stories. The pilot series will tell the story of the "rebirth" and reconceptualization of Lone Star College-Kingwood's library following the total loss of its collection during Hurricane Harvey in 2017.

Financial performance has been no less encouraging. Between FY17 and FY18 revenue grew 80%, and bookings for FY20 are already at 102% of budget. Given this and the evident popularity of the program, we are forecasting a further 25% growth, on a relatively small base, for FY21.

White Papers. Finally, our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. To wit, we have found sponsors for three of the four papers published since the inception of the program and for one of the two papers scheduled for release this year, and we are still working to find the right topical balance between the needs of librarians and interest by sponsors. (Library outreach, for instance, has garnered underwriting support; research data services have not.) Our ad sales manager reports healthy interest in the program but difficulties in getting commitments for this relatively expensive item unless the spend is first factored into a sponsor's annual budget. The longer sales cycle this entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish. On a *pro forma* basis, therefore, we are assuming two white papers in FY21, with gross revenue of $30,000.

*   *   *

These budgetary assumption discussions are curious documents, written as they are a scant twenty-five days into the *prior* fiscal year. While it is difficult at this early date to know just what FY20 will bring (let alone FY21), what we *do* know is that business planning and strategic discussions are more or less constant at Choice, with new ideas under constant scrutiny, refinement, and, where feasible, testing.

With these points in mind, we make the following *pro forma* assumptions regarding the FY21 budget found on page 21 .

General Assumptions

Basic Budget Assumptions
1. All ALA and ACRL fiscal policies will be followed in the development of the budget.

2. The mandated reserve (as set by the ACRL Board, following ALA policy) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget using a 2-year average to match the swings in the operating budget.
6. Total administrative costs for the Division will be equal to or less than 60% of the total operating budget using a 2-year average to match the swings due to the ACRL Conference.
7. New projects that don't generate revenue will be charged to the membership services category.
8. Personnel allocations for salaries, benefits, and other related costs and office services, such as postage, copying, telephone, etc., will continue to be charged to the various programs as a percentage of the time spent on the programs.

Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. At this time, however, we are "paying as we go" and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY21 is a conference year, ACRL would expect to generate net revenues. However, due to the investment of ACRL's net asset balance in strategic initiatives, since 2017, the FY21 budget may require a deficit as we ease back on some things. We want to align expenses with revenues but at a minimal disruption to members. The Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL's net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

Revenues

+ Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
+ At least $25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY21).
+ The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).

+ An estimated $135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200).

Expenses:
- Travel and communication costs will continue to increase and will be carefully monitored (all projects). Travel and administrative expenses were reduced based on prior year actuals.
- All staff positions will be filled. An additional part- or full-time position may be considered as we look at how to best enhance Project Outcome. Some funds will be budgeted for interns and temporary help.
- Friends Fund disbursements for FY21 will be budgeted at a minimum of $32,000 in anticipation of successful fundraising for 2021 ACRL Conference scholarships. (Project 3838)
-

Assumptions by Strategic Goal
Goals are listed in the order in which they appear in the *ACRL Plan for Excellence.*

Value of Academic Libraries
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes

Objectives
1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

Expenses
- $21,000 will be budgeted for research grants to practitioner-scholars to carry out research on key questions identified by the June 2017 Academic Library Impact action-oriented research agenda. These will be awarded through a competitive selection process (7 grants of $3,000 each); (*Project 3703*)
- $10,500 will be budgeted for dissemination costs for those awarded research grants in FY20 (7 people x $1,500 each); (*Project 3703*)
- $11,250 will be budgeted for support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ $1,875 each as follows: $800 conference registration, $1075 travel, breakdown: $450 flight, $200 hotel x 2 nights, $50 per diem x 3 days, $75 ground transportation); (*Project 3703*)
- $2,500 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. *(Project 3703)*

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Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Objectives
1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

Expenses
- $2,500 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- $10,890 will be budgeted for maintenance and development of the Information Literacy Sandbox (Project 3711).
- One Immersion Program will be offered in FY21: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (Projects 3830). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (Project 3834). This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

Objectives
1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
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, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

Revenues
+ $10,000 will be recognized from hosts of the 5 subsidized scholarly communication workshops, which are partially subsidized (@$2,000 each). (*Project 3702*)

Expenses
- Continue offering ACRL licensed workshop on Scholarly Communication with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an

estimated direct cost of $16,750 total: $9,250 travel = (2 presenters x 5 workshop locations) * ($450 flight + $300 hotel ($200 * 1.5 nights) + $100 2 days per diem + $75 ground transportation) and $7,500 honorarium ($750 x 2 presenters x 5 locations). (*Project 3702*)

- $2,500 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (*Project 3702*)
- $30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of $3,000 - $5,000 each); (*Project 3702*)
- $10,500 for dissemination costs for those awarded research grants in FY20 (7 people x $1,500 each)
- An additional $32,697 is budgeted to pay the following:
  - $15,010 for Library Copyright Alliance ($15,010 shown in Govt. Relations Project 3704)
  - $6,750 for SPARC dues;
  - $5,000 for Open Access Working Group;
  - $497 for COUNTER dues;
  - $4,000 for OpenCon2021, 2 sponsored scholarships;
  - $3,000 for advocacy efforts to influence legislative and public policy (*Project 3702*)

New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

Objectives:
1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

Expenses
- $2,500 will be budgeted as a placeholder for new initiatives to support this goal. (Project 3403)
- $1,500 in ongoing costs for the online "Leading Change" course launching in FY20. (Project 3403)

Equity, Diversity and Inclusion

Revenues
+ $24,000 in revenues from the ACRL Diversity Alliance will be budgeted. 48 institutions @ $500. Number of institutions based on 90% of 2018 membership (Project 3402).

Expenses
- $1,500 in ongoing costs to support for the ACRL Diversity Alliance (Project 3402).
- $14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended to increase support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).

- A portion of ACRL scholarships (Project 3838; full budget in "Scholarships" section) will go to underrepresented groups in FY21. In FY19, the following were awarded and ACRL will aim to award at similar levels depending on donations received in FY21:
    - ACRL awarded $12,000 in Immersion scholarships to support the participation of six academic and research librarians from under-represented backgrounds or working at under-represented institutions to attend the 2019 Immersion Program.
    - Of the $124,210 in ACRL 2019 Conference scholarships awarded, $56,000 supported the participation of 78 academic librarians, support staff, and students from under-represented backgrounds or working at institutions serving under-represented groups.
    - ACRL awarded $16,555 to 20 RBMS 2019 Conference scholarship recipients to support the participation of 13 academic librarians and students from under-represented backgrounds or working at under-represented institutions.

Enabling programs and services: Member Engagement

The following budget assumptions are presented by enabling program and service area so that we continue to think of resource allocation aligned with the strategic plan.

Membership Services

Revenues

+ Membership revenues will be budgeted using the FY19 actual. The FY21 revenue was projected based on the August 2019 membership of 9,313 (this number excludes the 206 non-dues paying members in FY19). FY21 will be a conference year for ACRL. While historically membership increased in an ACRL Conference year, ACRL has not enjoyed that increase in 10 years; at best the ACRL Conference seems to slow the decline in membership. In Fy19 ACRL lost 1% of its membership; for FY21 membership will be budgeted at a.74% decrease over the FY19 membership actual of 9,313 personal members. ACRL may increase dues slightly in FY20 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership rate for FY21 will based on FY19 HEPI and then updated to reflect the FY20 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

Expenses

- Membership benefits and support for member services will be budgeted following FY19 actual. (Project 3200)
- ACRL will budget $5,000 to sponsor five ALA Emerging Leaders. (Project 3200)
- ACRL will budget $4,500 (updated number in assumptions to match $4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/2
- $50,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200)
- $25,000 for the 3-year membership survey. (Project 3200)

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- $10,000 will be budgeted for focus groups at the ACRL Conference in 2021.

Board and Executive Committee

Expenses
- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about $340/night/5 nights. As ALA sunsets MW a suite may not be needed at MW 2021. *(Project 3201)*
- Funds estimated at $63,022 will be budgeted for a FY21 Board Strategic Planning and Orientation Session. Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee. *(Project 3201)*
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4 (Project 3201)
- After the MW 2020 welcome breakfast it will be decided whether the event should continue, and funds could be added to the budget after MW.

Advisory services and consulting

Revenues
- + Gross revenues of $88,500 will be budgeted for consulting services in FY21, yielding a modest net of $7,300. (Project 3203)

Discussion Groups

Expenses
- No funds beyond staff support will be budgeted as discussion groups do not receive a base funding allocation.

Awards

Expenses
- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program, which consists of 21 awards. (Project 3206)
- Administrative fees will be allocated to 4429 instead of 4490, saving approximately $600 in overhead.

Chapters

Expenses
- Per member allocations to ACRL Chapters will be funded at $1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)

- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY21 budget to implement the Board's policy to give $10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

Committees

Expenses
- Committees are allowed up to $150 each. Based on historical requests, $1,200 will be budgeted.
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4Sections and Interest Groups

Sections

Expenses
- Expenses for sections will be budgeted using the section funding formula in place, a base allocation of $1,000.00 with an additional $0.75 per section member over 400 (as of August 31).
- Interest Groups are allowed up to $150 each. Based on historical requests, $1,500 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4

Liaisons to Higher Education Organizations

Expenses
- See Advocacy section.

Special Events

Expenses
- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 13-14 as less units meet onsite. (Project 3833)

Government Relations (Project 3704)

Expenses
- $15,010 for Library Copyright Alliance ($15,010 shown in Scholarly Communication Project 3702)
- $6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's

Legislative Day in Washington, D.C. (*Project 3704*)
- $3,000 for general travel to support legislative and policy advocacy (*Project 3704*).

Scholarships

Expenses

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
  • ACRL 2021 Conference @ $75,000
  • 2020 RBMS Conference scholarships @ $16,000 (based on estimated FY19 profit share)
  • Immersion Programs @ $12,000
  • E-learning scholarships @ $1,000
  • Support for 2 ALA Spectrum Scholars @ $14,000
  • Miscellaneous @ $3,000

Annual Conference Programs

Expenses
- Financial support for ACRL's ALA Annual Conference programs will continue at $20,000 (per Board Action, June 2004). (Project 3835)
- The President's Program budget will be $7,500. (Project 3835)
- Funds of $200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President's Program. (Project 3835)

Enabling programs and services: Publications

Non-periodical publications

Revenues
+ In FY21, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. (Project 3400)
+ ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY21. (Project 3400)

Expenses
- Expenses will be budgeted higher than in previous years to account for increased costs of production, royalty payments, costs of sales, etc. as the new title count and backlist continues to grow. (Project 3400)

Library Statistics (Project 3202)

Revenues

+ We expect print sales to further decline as we undertake more aggressive marketing and product enhancements to the ACRL Metrics interface. ACRL Metrics revenue is expected to hold steady at FY19 level unless additional consortial agreements are signed. Sales of the ebook versions of ACRL Trends and Statistics through ProQuest are expected to increase.
+ Revenue from the new ACRL/LLAMA Interdivisional Academic Library Facilities Survey database is expected to break even with expenses in the first year and revenue from the will be budgeted in 3202 (FY21).

Expenses

− We will budget to continue the ACRL Academic Library Trends & Statistics project. (Project 3202)

Standards and guidelines (Project 3204)

Revenues

+ A small amount of revenue from sales of bundles of the Standards for Libraries in Higher Education and IL Framework. Estimate of $1,300 is based on FY19 actual sales.

Expenses

− There should be no, or very limited, printing expenses in FY21 due to bulk order of both booklets for per unit cost savings in FY19 (Project 3204).

C&RL (Project 3300)

Revenues

+ *C&RL* revenue should be on par with FY19 actual (conference year to conference year comparison). (Project 3300)

Expenses

− Online hosting expenses should remain steady with FY19 actual. (Project 3300)

C&RL News (Project 3302)

Revenues

+ Subscriptions: Subscriptions dropped approximately 10% between FY18 and FY19. At this time, we will budget a similar drop for FY21 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
+ Product ads: *C&RL News* revenue should be on par with FY19 actual (conference year to conference year comparison).
+ Classified ad revenues will be budgeted about 6.6% less than FY19 actual. Sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued.

ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and the possibility of new ALA policies restricting the ads JobLIST is allowed to publish—restrictions JobLIST's for-profit competitors don't face—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. *(Project 3302)*

Expenses
- Some funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. *(Project 3302)*
- $14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. *(Project 3302)*
- $18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, primarily a monthly fee to the platform provider. *(Project 3302; line numbers 5430 & 5412)*
- *C&RL News* page counts will remain at FY19 levels, pending revenues and expenses. *(Project 3302)*
- Slight increases in printing and postage are anticipated. *(Project 3302)*
- Ongoing online hosting expenses decreased compared to FY19 actual levels (per issue charges plus ongoing costs for altmetric data, Portico preservation, etc.) following the transition to Open Journal Systems in FY17. Additional expenses for special projects may be incurred as well. (Project 3302)

RBM (Project 3303)

Revenues

+ Subscriptions dropped approximately 10% between FY18 and FY19. At this time, we will budget a similar drop for FY21 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.

+ Print and online advertising revenue should be on par with FY19 actual (conference year to conference year comparison).

Expenses
- Online hosting expenses will remain at FY19 levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Slight increases in printing and postage are anticipated. (Project 3303)
- Page counts should remain at FY19 levels. (Project 3303)

CHOICE

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY21 budget. (All percentages are to FY20 budget):

CHOICE Revenue

+ *Choice Reviews* subscription revenue will fall by 5%.
+ *Choice* magazine and card subscription revenue will both fall by 8%
+ Subscriptions to *Resources for College Libraries* will be in line with FY19 performance, at around $135,000. RCL licensing will remain at $20K for the use of RCL content in ProQuest's eBook Central.
+ Net (to Choice) revenue for cc*Advisor* will be budgeted at around $50K for combined subscriptions and advertising. This figure is contingent on as-yet-untested performance by the EBSCO sales force.
+ Advertising net revenues:
    o We are assuming continued weakness in *Choice* magazine advertising, yielding approximately $300 in gross revenue. Banner ads in *Choice Reviews* will be flat to current year.
    o Content marketing from newsletters, eblasts, white papers, and podcasts, will rise slightly on the strength of growth in podcasts.
    o Gross webinar revenue will remain at around $175K. Assuming the current financial split with ACRL (85/15) for webinars, this delivers around $150K to Choice before sales commissions.
+ Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps $500K, for the reasons described herein.

CHOICE Expenses

− Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
− All other direct expenses, with the exception of amortization of capitalized expenses, will remain at or below FY20B levels, owing to continued economies and a recent reduction in force.
− Overhead assumption: 13.2% of revenue.

CHOICE Bottom Line

• Revenues will be down approximately 3%.
• Expenses will fall approximately 4%.
• For FY21, net revenue should come in on or close to break-even.

Enabling programs and services: Education

ACRL 2021 Conference (Project 3808)

Revenues

+ All revenues pertaining to ACRL 2021 will be recognized in April 2021 after the conference is held.

+ FY21 is an ACRL Conference year so total ACRL revenues will be approximately more than two million dollars more than FY20 total revenues.

+ Registration revenue for ACRL 2021 will be budgeted at a figure based on the average of our last two west coast conferences, plus ACRL 2019, which equals 3,077 registrants. This is a 1.5 percent increase from our 2019 conference in Cleveland but a 2.9 percent decrease from the average of the past four conferences which was 3,243.

+ We anticipate an increase to the ACRL 2021 registration fee in order to cover expenses (Seattle is a more expensive conference location than Cleveland) and to have a budget with a projected net revenue similar to the FY19 net.

+ ACRL 2021 exhibitor revenues will be budgeted with a modest decrease from 2019. We have dropped between 10-12 booths per conference since 2013 (375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019. We will budget with a similar booth number as 2019, factoring in a slight decline for 2021.

+ ACRL 2021 sponsorship revenues will be budgeted around $225,000-$250,000 in consultation with the ACRL 2021 Colleagues Committee. We expect fundraising to be challenging due to the economic climate, tight budgets, and ongoing company mergers, so have planned for a decline from FY19 actuals.

+ Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized. Expenses

− We expect expenses for ACRL 2021 to be higher than FY19 as the cost of doing business continues to increase and Seattle is an expensive conference city in comparison to Cleveland.

− Staff are taking active steps to find cost-savings and reduce expenses when possible.

− The ACRL 2021 conference budget will include a modest amount of funds for "innovation" and/or new programs/services which will enhance the conference.

− Scholarships will be budgeted as a "contra-expense" transfer from ACRL's scholarship project rather than shown as revenue.

Preconferences and workshops

Revenues

+ Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).

+ The RBMS 61st Annual Conference will be held in FY21. Revenues and expenses for this program will be set to break even. (Project 3800) Given its strong 60+year history, registration revenues continue to be budgeted at 95% of the previous year's registration figures.

Expenses

− Sections sponsoring preconferences (e.g., RBMS) in FY21 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY20. (Project 3275 and 3838)

Online learning (Project 3340)

Revenues

+ E-learning webcasts and courses will be developed and offered in FY21. We project the number of multi-week course offerings to stay the same or decrease slightly from FY20 levels and expect webcast offerings to stay the same from FY20 levels. We anticipate total revenues will be a little down from FY20 actuals. (Project 3340)
+ ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
+ ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the "frequent learner program," and special pricing for webcast series. (Project 3340)

Expenses

− ACRL will continue to provide two complimentary e-Learning webcasts to ACRL chapters per fiscal year.

Licensed workshops (Project 3341)

Revenues

+ ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)
+ We project the number of workshops delivered to decrease slightly from FY20 levels due to the ACRL 2021 Conference. We anticipate total revenues will be lower than FY20 actuals. (Project 3341)

Expenses

− ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop one new workshop in FY20 and one new workshop in FY21 and hire new presenters in FY21, ACRL will budget for 6 new presenters (3 for each new workshop) to shadow one workshop each in FY21.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

− $30,000 will be budgeted to support the work of ACRL's External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501)

- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving $2,000), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

Communication on major issues and trends in libraries and Higher Education

Expenses

- Continue membership in Library Copyright Alliance at direct cost of $28,000 plus staff time, travel. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but $6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

Project Outcome (Project 3712)

Revenue

+ Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from $600 to $5000 per group, depending on the number of institutions. There are likely to be fewer than 5 groups added in a year.

Expenses

- $51,600 will be budgeted for monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes $100/month for Amazon Web Services and $200/month for LarkIT. Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at $4000/month).
- $20,000 will be budgeted for additional site improvements and new features, working with Community Attributes and in conjunction with PLA.
- $10,000 will be budgeted for continuing promotion of the toolkit at conferences (5 conference trips at $2000 each).
- ACRL staff time of at least 15 hours/week to: provide customer service and technical support for Project Outcome users, act as staff liaison to the Project Outcome for Academic Libraries Editorial Board, and organize new online learning opportunities.

Operations

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

Staff and office

Expenses—ACRL
- ACRL's staff budget will include full staffing and may include an additional full or half-time person.
- $5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- A small amount of money will be budgeted for replacement printers and furniture as needed. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted.

Expenses—CHOICE
- See *Choice* expenses.

ALA Relationship

Long-term investment
+ ACRL's general overhead payment to ALA will be budgeted at FY21 levels as policy requires, currently estimated at about $811,598 (FY19 final actual).

Expenses—CHOICE
- CHOICE's general overhead payment to ALA will be budgeted at approximately $334,014 in FY21, based on FY19 actual (final close).

ACRL Governance Meetings

ALA MW20 No Conflict Times
- Friday – January 24, 2020 4:00pm-7:00pm
- Saturday January 25, 2020 2:00 pm- 3:00pm
- Sunday, January 26, 2020 10:30am-11:30am

ACRL Governance Schedule
- Pre-MW Virtual
  - Budget & Finance Virtual Meeting: Monday, January 13, 2020, 1:30 pm - 3:30 pm Central
  - Board Update: Wednesday, January 15, 2020, 1:00 – 3:00 p.m. Central
  - Leadership Council: Thursday, January 16, 2020, 2:00 – 3:30 p.m. Central
- Friday, January 24, 2020
  - Board I: 1:00 pm – 4:00 pm
  - Board dinner
- Saturday, January 25, 2020
  - Leadership Welcome reception 7:00-8:30 a.m.
  - Joint Board B&F: 9:00 – 11:00 am
  - Board II: 11:00 a.m.-noon
  - Board II continues: Saturday: 3:30 – 5:30 pm
- Sunday, January 26, 2020
  - B&F I: 8:00 am – 10:30 a.m.
  - ALA Budget Meetings: 1:00 – 3:30 pm
- Monday, January 27, 2020
  - Board stays available via email to weigh in on possible Council resolutions/actions. ACRL Councilor would email ACRL Board updates

ACRL Total Meeting Hours

	Current	**Schedule**
Board	Total = 13 Hours (Board Update: 4. Board I: 4; Board II: 3; Joint: 2)	Total = 10 Hours (Board Update Virtual: 2; Board I: 3; Board II: 3; Joint 2)
B&F	Total = 7 hours (B&F I: 2.5; B&F II 2.5; Joint: 2)	Total = 6.5 hours (B&F virtual: 2; B&F I: 2.5; Joint: 2

Q1 Overall, attending the Leadership Council & Membership Meeting was a good use of my time:

Answered: 44   Skipped: 0
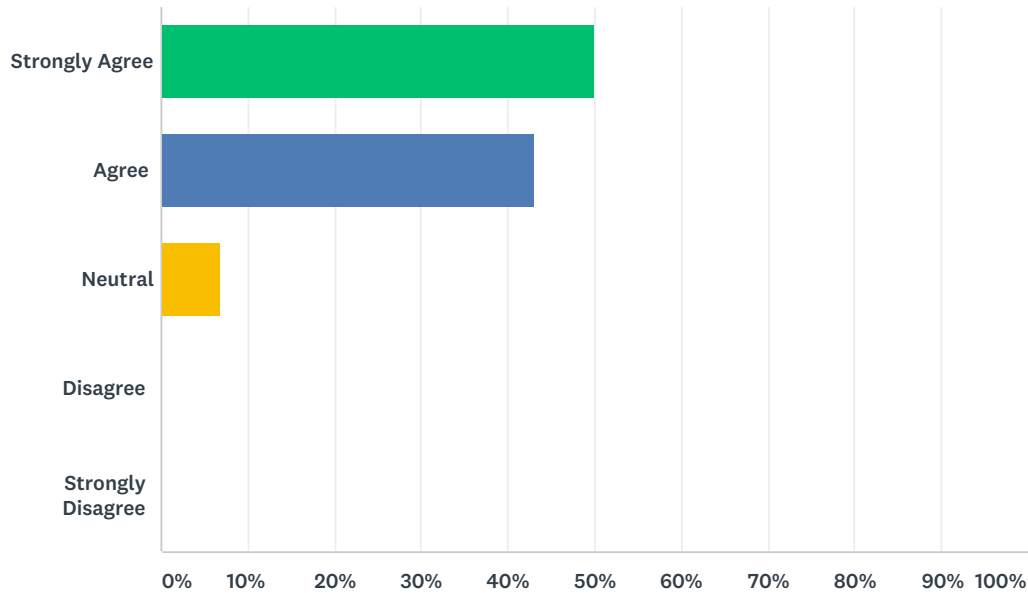
ANSWER CHOICES	RESPONSES	
Strongly Agree	50.00%	22
Agree	43.18%	19
Neutral	6.82%	3
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		44

Q2 Do you feel that the main objectives of the meeting were clear?

Answered: 44   Skipped: 0
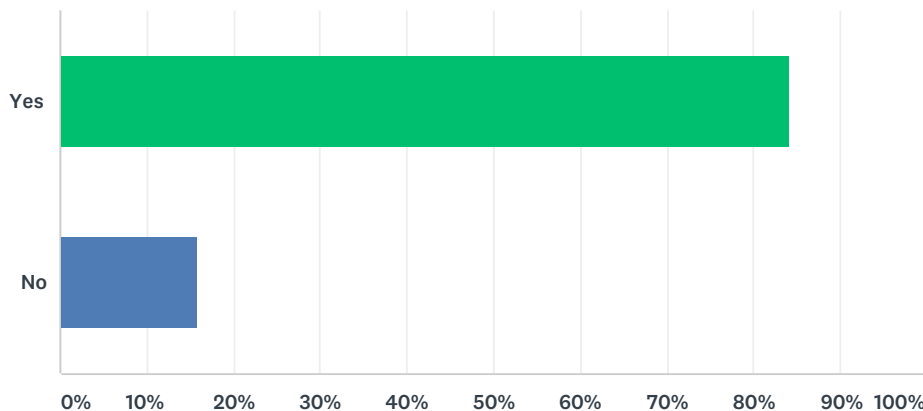
ANSWER CHOICES	RESPONSES	
Yes	84.09%	37
No	15.91%	7
TOTAL		44

Q3 Do you feel we accomplished the main objectives of the meeting?

Answered: 43   Skipped: 1
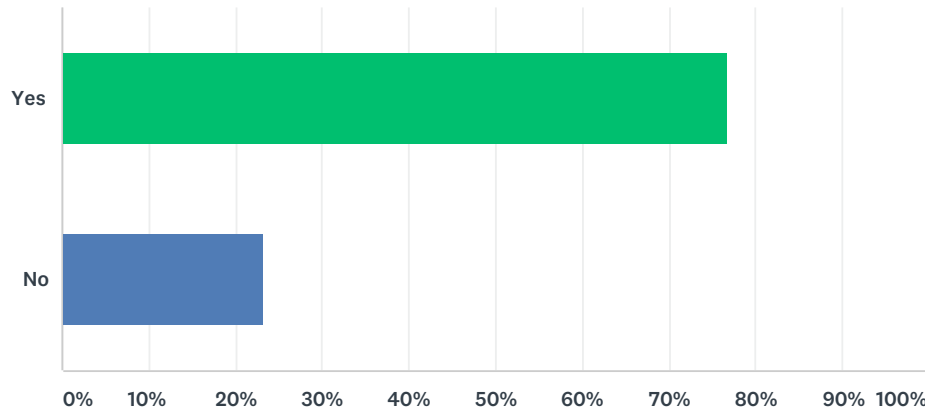
ANSWER CHOICES	RESPONSES	
Yes	76.74%	33
No	23.26%	10
TOTAL		43

Q4 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 42   Skipped: 2

ANSWER CHOICES	RESPONSES	
We covered topics in a timely manner.	59.52%	25
Did not have enough time to cover material.	40.48%	17
TOTAL		42

Q5 In regards to the meeting overall, consider the following statements. On a scale of 1-5, where (1) means "Strongly Agree" and (5) means "Strongly Disagree" please rate the statements below.

Answered: 44   Skipped: 0

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL
All agenda topics were of interest to me.	34.88% 15	51.16% 22	11.63% 5	2.33% 1	0.00% 0	43
The documents supported the meeting agenda.	46.51% 20	41.86% 18	9.30% 4	2.33% 1	0.00% 0	43
Leadership Council provides an important opportunity for me to connect with other ACRL leaders in a face-to-face environment.	72.09% 31	23.26% 10	4.65% 2	0.00% 0	0.00% 0	43
I found the Equity, Diversity, and Inclusion: How to be an Ally training to be useful.	50.00% 22	43.18% 19	4.55% 2	2.27% 1	0.00% 0	44
I found the updates on the ALA Reorganization and the Steering Committee on Organizational Effectiveness (SCOE) to be informative.	41.86% 18	34.88% 15	20.93% 9	2.33% 1	0.00% 0	43
I found the updates on the ACRL 2019 & ACRL Scholarship Campaign to be informative.	23.81% 10	38.10% 16	33.33% 14	4.76% 2	0.00% 0	42
I appreciate hearing from ACRL officers.	50.00% 21	42.86% 18	7.14% 3	0.00% 0	0.00% 0	42

Q6 Please answer the following questions if you serve in an ACRL leadership role. In regards to your role as an ACRL leader, consider the following statements. On a scale of 1-5, where (1) means "Strongly Agree" and (5) means "Strongly Disagree" please rate the statements below.

Answered: 41   Skipped: 3

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
I feel a responsibility to support the Board of Directors in leading the association by continuously participating in the work of the leadership.	53.66% 22	41.46% 17	4.88% 2	0.00% 0	0.00% 0	41	1.51
I would like time at Leadership Council to be used to learn more about ACRL activities.	29.27% 12	43.90% 18	24.39% 10	2.44% 1	0.00% 0	41	2.00
I would like time at Leadership Council to be used for enhancing my skills as a leader.	26.83% 11	43.90% 18	24.39% 10	4.88% 2	0.00% 0	41	2.07

Q7 I plan to attend the ALA Midwinter Meeting in January 2020

Answered: 44   Skipped: 0
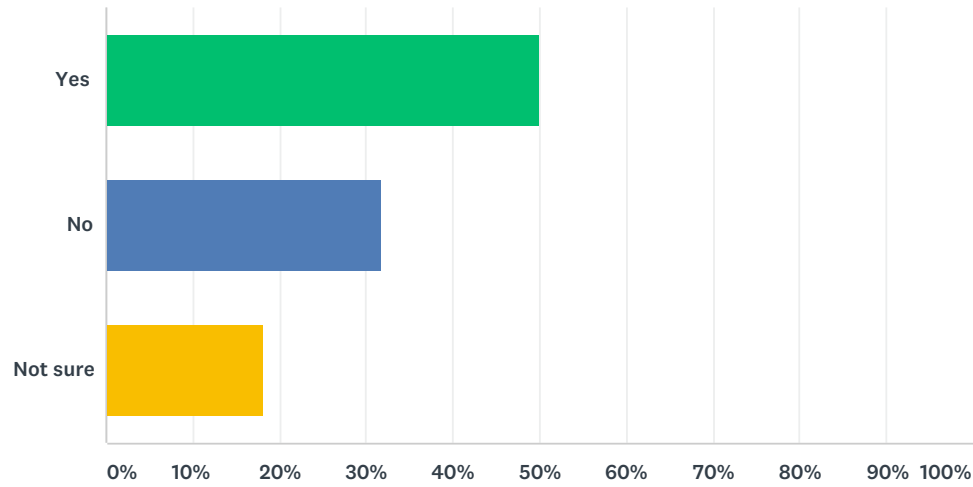
ANSWER CHOICES	RESPONSES	
Yes	50.00%	22
No	31.82%	14
Not sure	18.18%	8
TOTAL		44

Q8 The ACRL group that I serve on plans to meet face to face at the ALA 2020 MW Meeting.

Answered: 42   Skipped: 2
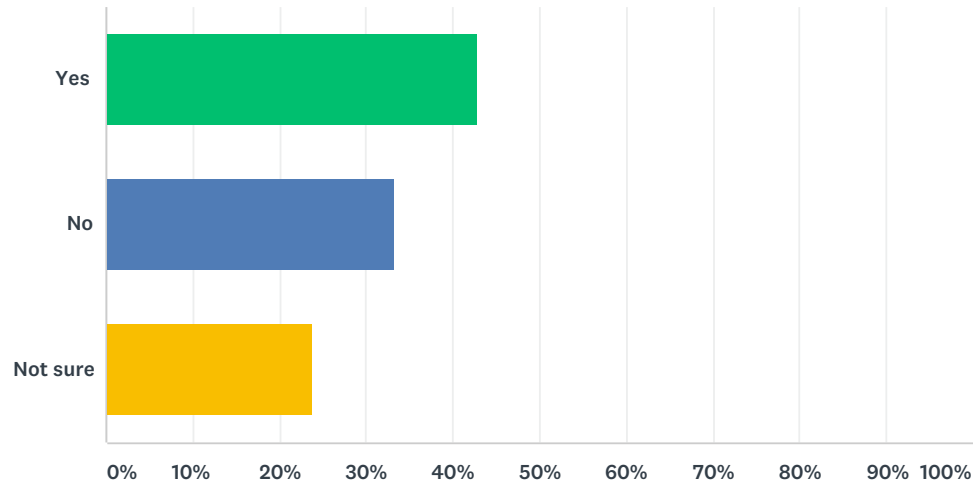
ANSWER CHOICES	RESPONSES	
Yes	42.86%	18
No	33.33%	14
Not sure	23.81%	10
TOTAL		42

Q9 The ACRL group that I serve on plans to meet only virtually in January 2020.

Answered: 42   Skipped: 2
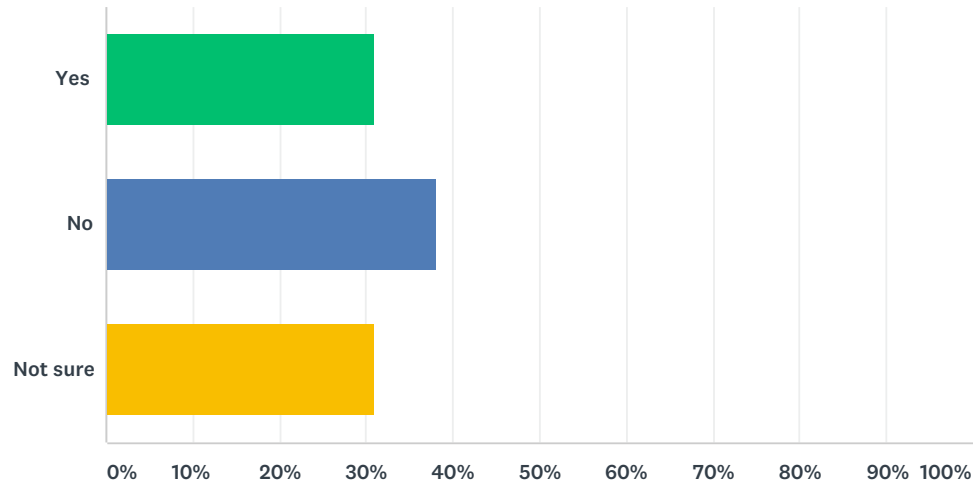
ANSWER CHOICES	RESPONSES	
Yes	30.95%	13
No	38.10%	16
Not sure	30.95%	13
TOTAL		42

Q10 I plan to attend Midwinter 2020 even if my ACRL group is not meeting face to face because: (check all that apply)

Answered: 20   Skipped: 24

ANSWER CHOICES	RESPONSES	
I have other non-ACRL committee service/obligations	65.00%	13
I want to keep up with new products and service as at the exhibits.	45.00%	9
I want to attend content sessions, e.g., forums, discussion groups, etc.	65.00%	13
I want to network.	55.00%	11
Other (please specify)	15.00%	3
Total Respondents: 20		

#	OTHER (PLEASE SPECIFY)	DATE
1	Not attending	7/11/2019 12:27 PM
2	I would not attend if there are no ACRL obligations	7/11/2019 10:12 AM
3	It is in a city convenient to me. If it were more distant, I might not attend.	7/1/2019 7:16 AM

Q11 Please list one thing that you found most valuable about the Leadership Council & Membership Meeting.

Answered: 36   Skipped: 8

#	RESPONSES	DATE
1	Opportunity to talk with other ACRL Leaders about issues facing ACRL	7/25/2019 3:33 PM
2	I liked the chance to work on a DEI case study with colleagues	7/15/2019 8:33 AM
3	The ally training was helpful. The SCOE feedback was extremely important also	7/11/2019 12:30 PM
4	The networking with other ACRL folks.	7/11/2019 12:28 PM
5	Everything is always an asset at these meetings	7/11/2019 10:31 AM
6	ALA organizational changes	7/11/2019 10:14 AM
7	Ally session	7/11/2019 9:06 AM
8	Ally training / SCOE update (equal value, sorry can't pick one)	7/8/2019 12:52 PM
9	Hearing from ACRL President Lauren Pressley	7/1/2019 10:40 AM
10	SCOE conversation was most enlightening	7/1/2019 7:17 AM
11	I appreciated the ability to ask questions of the SCOE group	6/27/2019 8:39 AM
12	Two things: Talking with others & the ally speaker.	6/26/2019 12:37 PM
13	The diversity, inclusion, and equity presentation	6/26/2019 10:43 AM
14	Meeting other individuals, the structure of the sections, chapters etc.withing the organization and learning about SCOE	6/26/2019 8:24 AM
15	Networking with colleagues seated at my table.	6/26/2019 8:13 AM
16	Opportunity to untangle SCOE recommendations together	6/25/2019 5:12 PM
17	The diversity and inclusion session was great. Should have been longer.	6/25/2019 1:58 PM
18	Learning more about SCOE and having discussion. More of that, please.	6/25/2019 12:20 PM
19	Introduction to Scoe's work and the complexity involved.	6/25/2019 7:56 AM
20	The SCOE update was important	6/25/2019 7:46 AM
21	I liked the ally sessions a lot	6/25/2019 6:32 AM
22	seeing people and networking	6/24/2019 10:35 AM
23	Meeting and talking with other ACRL leaders	6/24/2019 9:20 AM
24	connecting with other ACRL leaders	6/24/2019 6:53 AM
25	EDI training	6/23/2019 8:52 PM
26	The SCOE update/conversations were illuminating, if perhaps a bit unfocused. The presentation was fine, but far to rushed.	6/22/2019 9:06 PM
27	Meeting ACRL leaders and staff in person	6/22/2019 5:23 PM
28	I appreciated how the EDI discussion was framed for leaders	6/22/2019 3:32 PM
29	The SCOE updates	6/22/2019 3:05 PM
30	Loved the Ally training. I also liked the open forum about SCOE plans.	6/22/2019 8:39 AM
31	The Q & A with the SCOE group was both informative and eye-opening!	6/22/2019 5:55 AM
32	Networking; connection with the association leadership and staff.	6/22/2019 5:46 AM

33	being an ally presentation and discussion; the update on the ALA restructuring was important but I don't feel we had enough time	6/22/2019 5:37 AM
34	The diversity session was excellent, and could have been longer.	6/21/2019 6:36 PM
35	Discussing possible changes to the Association, based on the SCOE presentation.	6/21/2019 4:51 PM
36	Hearing about ALA organizational changes and having time to discuss that.	6/21/2019 2:19 PM

being an ally presentation and discussion; the update on the ALA restructuring was important but I don't feel we had enough time   6/22/2019 5:37 AM

Q12 Please list anything you would change about the Leadership Council & Membership Meeting.

Answered: 27   Skipped: 17

#	RESPONSES	DATE
1	I wish the meeting were closer to the convention center. It is just before the ALA's Opening Session. The hotels always seem to be a large distance from the Convention Center	7/15/2019 8:33 AM
2	I wish we had more reports from committees and groups or something just to know what ACRL is up to as a whole. It seems to be a lot of blocked time for EDI, which is fine, but the SCOE discussion should have been the bulk this time because it's very important issue that our membership should be able to weigh in on appropriately.	7/11/2019 12:30 PM
3	NA	7/11/2019 10:31 AM
4	Spend more time in discussion of the highest priority issues	7/11/2019 10:14 AM
5	SCOE - felt like we had more to say	7/11/2019 9:06 AM
6	Opportunity to spend a little time with my Committee.	7/1/2019 7:17 AM
7	More time for discussion ACRL Board actions and priorities	6/27/2019 8:39 AM
8	Don't have it in a hotel that is so far from the convention center. I ended up missing the opening session of ALA because it took so long to get back from the hotel to the convention center.	6/26/2019 9:33 PM
9	Actually it was all great except for the SCOE update.	6/26/2019 12:37 PM
10	allocating some time for attendees to talk about challenges that they encountered regarding leadership.	6/26/2019 10:43 AM
11	I am ok with a "looser" agenda - however, if we are going to start a topic and have Q and A then we need to have enough time to wrap up and have a "stopping" point to the conversation and suggestions for continuing the conversation	6/26/2019 8:24 AM
12	It would have been helpful to have some information from SCOE before the meeting so we could discuss it better. It would be good to have time to meet with other like leaders (e.g., goal area committee chairs). Also, ally training in an hour is well-intentioned, but way too short.	6/25/2019 5:12 PM
13	I wish you teach us about using our budget, working with our staff liaison, increasing membership of our section. Stuff that section leaders need to know.	6/25/2019 1:58 PM
14	A highlights/key take-aways sheet after the event would be helpful.	6/25/2019 12:20 PM
15	Leave more time for ACRL specific announcements	6/25/2019 6:32 AM
16	it needs to be a little longer, perhaps	6/24/2019 10:35 AM
17	Too much content--focus a bit more?	6/24/2019 9:20 AM
18	The length of the meeting and the distance of the meeting location from the conference center made it impossible to attend the Opening session.	6/23/2019 8:52 PM
19	Y'all are had way too much content to cover in the time allotted to the meeting. The DEI portion seemed ill-conceived and frankly counterproductive in many ways.	6/22/2019 9:06 PM
20	too many topics requiring discussion, too little time!	6/22/2019 3:32 PM
21	Better food	6/22/2019 3:05 PM
22	Can't think of anything.	6/22/2019 8:39 AM
23	AV issues should have been antivipated and rectified before the meeting.	6/22/2019 5:55 AM
24	SCOE; update useful; feedback, Q&A would have been better as a separate forum	6/22/2019 5:46 AM
25	give a 10 minute break between the 2 speakers	6/22/2019 5:37 AM

| 26 | I really didn't feel like we talked much about ACRL at all. Just a couple of quick updates, which could have been handled via email. If the purpose of the meeting was ACRL business, we didn't really accomplish much. | 6/21/2019 6:36 PM |
| 27 | Less generic professional development. Let's call out the skills or Comptencies we need to build specifically and address them. | 6/21/2019 2:19 PM |

2019 ALA Annual - ACRL Leadership Council & Membership Meeting Evaluation

Q13 What topics would you like to cover at future Leadership Council & Membership Meeting sessions?

Answered: 23   Skipped: 21

#	RESPONSES	DATE
1	We will need additional follow up related to future of Midwinter meetings as well as on SCOE	7/25/2019 3:33 PM
2	I would like to talk about ALA - I don't hear enough about the leadership talking points. It would be an opportunity to get feedback	7/15/2019 8:33 AM
3	More SCOE and option ACRL has, what the changes mean to the organization.	7/11/2019 12:30 PM
4	Recruitment and membership	7/11/2019 12:28 PM
5	More about diversity and inclusion - especially about African American Women in Leadership Roles	7/11/2019 10:31 AM
6	Continue the EDI discussions but devote more quality time to it	7/11/2019 10:14 AM
7	future of ACRL as an organization within SCOE context	7/8/2019 12:52 PM
8	DEI	7/1/2019 10:40 AM
9	I found the topics to be valuable and timely.	7/1/2019 7:17 AM
10	We should workshop how ACRL and ALA Conferences are changing our work	6/27/2019 8:39 AM
11	If Anne Phibbs has other talks, I bet they are good.	6/26/2019 12:37 PM
12	reporting on the results of an environmental scan on the current state of administrative leadership positions held by non-white librarians	6/26/2019 10:43 AM
13	More detailed discussions about SCOE, getting together with other leaders to talk about topics like how they organize their groups' work, how to run good meetings, how to get participation, etc. that's the common thread among everyone there, but in 4 of these I've never seen it addressed.	6/25/2019 5:12 PM
14	budget, membership, managing volunteers (section leadership), more that is specific to leading a unit of ACRL.	6/25/2019 1:58 PM
15	SCOE	6/25/2019 12:20 PM
16	I continue to enjoy the EDI trainings at these meetings	6/25/2019 7:46 AM
17	How to engage academic librarians who are not members or who are but never participate	6/25/2019 6:32 AM
18	more intentional networking (i.e. time to sit with people in similar roles) and leadership training!	6/24/2019 10:35 AM
19	Continue EDI programming	6/23/2019 8:52 PM
20	It would be nice to have a structured way for committee chairs and others to discuss shared/related goals and initiatives	6/22/2019 3:32 PM
21	Perhaps just some time to talk to others in the room. I only spoke to the couple of people at my table. It was already a long meeting, but even quickly introducing ourselves might have helped put names/faces together.	6/22/2019 8:39 AM
22	More leadership training	6/22/2019 5:55 AM
23	Making ACRL a more sustainable division (e.g., finances, facilities, publications, member expectations, etc.)	6/21/2019 2:19 PM

Q14 Please provide any additional feedback you feel was not captured previously.

Answered: 13   Skipped: 31

#	RESPONSES	DATE
1	THank you for the survey	7/11/2019 10:31 AM
2	All in all it was well done. No significant issues.	7/11/2019 10:14 AM
3	I was neutral on the topic of getting training on leadership and on ACRL activities because I don't want actual leadership training or a long list of activities. BUT, the information we get does help with leadership and we do hear some about activities.	6/26/2019 12:37 PM
4	The lunch was great.	6/26/2019 10:43 AM
5	I don't understand what this event is meant to do. Is it for networking with other unit leaders? Is it to promote the general ACRL agenda? I need it to help me be better at running my unit.	6/25/2019 1:58 PM
6	More structured discussion in general would be good	6/25/2019 12:20 PM
7	The response to the SCOE session bothered me a bit. The people who are in that room seem to me to be the people who are trying to perpetuate old models. They are not representative of the membership in general. Having to listen to an extra ten minutes of rolling anxieties about changing the world of a minority of librarians to the detriment of other items on the agenda was frankly a waste of my time.	6/25/2019 6:32 AM
8	thanks so much!	6/24/2019 10:35 AM
9	I like the networking opportunity over lunch	6/22/2019 3:32 PM
10	Lunch was great!	6/22/2019 8:39 AM
11	thanks for the food! and also thanks for letting us sit wherever we wanted. it's so much easier to have these round table conversations when you know at least one other person at your table. also, this was the most engaging leadership council I have ever attended. I don't think it is necessary to listen to committee updates at these meetings. those updates can be really boring. we can read updates on ACRL insider or keep up some other way. thanks again for lunch!	6/22/2019 5:37 AM
12	Thank you for coordinating another useful and engaging Leadership Council!	6/21/2019 4:51 PM
13	Thanks for organizing another food meeting.	6/21/2019 2:19 PM

ACRL — Advancing learning Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

Annual Conference 2019

Leadership Council & Membership Meeting
AGENDA
Friday, June 21, 2019 • 1:30 – 4:00 p.m. EDT
Washington Hilton, Lincoln Meeting Room

1:30–1:35	**1.0 Welcome & Introductions**	**Mary Ellen K. Davis** ACRL Executive Director
1:35–1:40	**2.0 President's Annual Update**	**Lauren Pressley** ACRL President
1:40–1:45	**3.0 Vice-President's Annual Update**	**Karen Munro** ACRL Vice-President
1:45–1:50	**4.0 Questions from the Membership**	**Lauren Pressley**

1:50–2:50	**5.0 Equity, Diversity, and Inclusion:**
	   How to be an Ally #3.0, #3.1, #3.2,
	   #3.3, #3.4
		Anne Phibbs
		Strategic Diversity Initiatives

2:50–3:50	**6.0 ALA Reorganization #2.0** The Steering Committee on Organizational Effectiveness (SCOE) team will present possible new models for ALA structure solicit feedback on strengths/weaknesses of each.	**Lessa Kanani'opua Pelayo-** **Lozada** SCOE Chair **Jim Meffert** Tecker International
3:50–3:55	**7.0 ACRL 2019 & ACRL Scholarship** **Campaign**	**Beth McNeil** ACRL 2021 Conference Chair
3:55–4:00	**8.0 Closing Remarks & Opening** **General Session**	**Lauren Pressley**

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

Documents

Doc #	Description
Doc 1.0	ACRL Plan for Excellence
Doc 2.0	Steering Committee on Organizational Effectiveness (SCOE) Preliminary Recommendations
Doc 3.0	How to be an Ally Implicit Bias
Doc 3.1	How to be an Ally Scenarios
Doc 3.2	How to be an Ally Tips
Doc 3.3	Virtual Participation Questions
Doc 3.4	Anne Phibbs Bio

Midwinter Meeting 2019

LEADERSHIP COUNCIL AGENDA
Friday, January 25, 2019 • 1:30 – 3:30 p.m. PST
Grand Hyatt Seattle, Leonesa II & III

1:30–1:35 p.m.	**Welcome & Introductions**	*Mary Ellen Davis* *ACRL Executive Director*
1:35–1:40 p.m.	**President's Update**	*Lauren Pressley* *ACRL President*
1:40–1:45 p.m.	**Vice-president's Update**	*Karen Munro* *ACRL Vice-president*
1:45–2:05 p.m.	**ALA Organizational Effectiveness/Governance Review Steering Committee Update**	**Lessa Pelayo-Lozada** Steering Committee Chair **Jim Meffert** Steering Committee Facilitator **Paul Meyer** Steering Committee Facilitator **Emily Daly, ACRL Board** Steering Committee Member
2:05–2:15 p.m.	**ACRL and Equity, Diversity & Inclusion** #1.0, #2.0	**Lauren Pressley**
2:15–3:15 p.m.	**Climbing the Stairs to Diversity & Inclusion Success**	*Dr. Terryl Ross* *Assistant Dean of Diversity, Equity, & Inclusion* *University of Washington* *College of the Environment*
3:15–3:25 p.m.	**ACRL 2019 & ACRL Scholarship Campaign**	*Beth McNeil* *ACRL 2021 Conference Chair*
3:25–3:30 p.m.	**Closing Remarks & Invite to AC 2019**	**Lauren Pressley**

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

Documents

Doc 1.0   ACRL Statement on Diversity http://www.acrl.ala.org/acrlinsider/archives/13139

Doc 2.0   ACRL Plan for Excellence

Annual Conference 2018

LEADERSHIP COUNCIL
AGENDA

Friday, June 22, 2018 • 1:00 – 2:15 p.m. CDT
Hilton Riverside, St. Charles Ballroom

1:00–1:03	**1.0 Welcome & Introductions**	**Mary Ellen K. Davis** **ACRL Executive Director**
1:03–1:08	**2.0 President's Update**	**Cheryl A. Middleton** ACRL President
1:08–1:13	**3.0 Vice-President's Update**	**Lauren Pressley** ACRL Vice-President
1:13-1:20	**4.0 ACRL 2019 & ACRL Scholarship Campaign**	**Trevor A. Grigoriev Dawes** ACRL 2019 Conference Chair
		Lori Goetsch ACRL Scholarship Chair
1:20–2:13	**5.0 Equity, Diversity, and Inclusion #3.0**	**Mark A. Puente** ACRL Diversity Committee Incoming Vice-Chair
2:13–2:15	**9.0 Closing Remarks & Opening General Session**	**Cheryl A. Middleton**

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

Documents

Doc #	Description
Doc 1.0	ACRL Statement on Diversity
Doc 2.0	ACRL Plan for Excellence
Doc 3.0	Equity, Diversity, Inclusion Group Handout

Midwinter Meeting 2018

LEADERSHIP COUNCIL
AGENDA

Friday, February 9, 2018 • 1:00 – 3:00 p.m. MST
Sheraton Denver Downtown, Plaza Ballroom E

1:00–1:05	**1.0 Welcome & Introductions**	**Mary Ellen Davis** ACRL Executive Director
1:05–1:10	**2.0 President's Update**	**Cheryl A. Middleton** ACRL President
1:10–1:15	**3.0 Vice-President's Update #7.0, #8.0, #9.0**	**Lauren Pressley** ACRL Vice-President
1:15–1:45	**4.0 Membership Group Updates**	
1:15–1:20	**4.1 Research & Scholarly Environment Committee**	**Nathan Hall** ReSEC Member
1:20–1:25	**4.2 Project Outcome: An Overview**	**Sara Goek** ACRL/ACLS Fellow **Mary Jane Petrowski** ACRL Associate Director
1:25–2:45	**5.0 ACRL and Equity, Diversity & Inclusion #1.0, #2.0, #3.0**	**Cheryl A. Middleton**
1:35–1:40	**5.1 ACRL Diversity Alliance #4.0**	**John Culshaw** Diversity Alliance Founding Member
1:40–1:45	*5.2* **Publications Coordinating Committee: Diversity Survey #5.0**	**Peggy Seiden** Choice Editorial Board Chair

1:45–2:45	**5.3 ACRL Communities: Opportunities to Explore EDI #6.0**	**Tarida Anatachi** Diversity Committee Chair
		Adriene Lim Professional Values Committee Chair
2:45–2:50 p.m.	**6.0 ACRL 2019**	**Trevor A. Grigoriev Dawes** ACRL 2019 Conference Chair
2:50–2:55 p.m.	**7.0 ACRL Scholarship Campaign**	**Lori Goetsch** ACRL Scholarship Chair
2:55–3:00 p.m.	**9.0 Closing Remarks & Invite to Annual Conference 2018**	**Cheryl A. Middleton**

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**
                          Sheraton Denver Downtown, Plaza Ballroom F

Documents
Doc 1.0 ACRL Statement on Diversity
Doc 2.0 ACRL Plan for Excellence
Doc 3.0 Committee Work Plan Template
Doc 4.0 ACRL Diversity Alliance Roster and FAQ
Doc 5.0 Publications Coordinating Committee demographic survey
Doc 6.0 Equity, Diversity, Inclusion Group Worksheet
Doc 7.0 ALA Executive Board Talking Points
Doc 8.0 ALA Organizational Effectiveness Discussion
Doc 9.0 Preview of New ALA Connect

This page included to accommodate double sided printing.

From:	ACRL President Karen Munro
To:	ACRL President Karen Munro
Subject:	ACRL Leadership Council Update
Date:	Monday, November 11, 2019 2:30:14 PM

Dear ACRL Leaders,

As you make plans for your 2020 Midwinter Meetings, we wanted to remind you of some changes the ACRL Board is making to anticipate ALA's move to a transition event in January 2021 with limited meeting space, after which Midwinter will be sunsetted and ALA will launch a brand-new conference in January 2022.

Virtual Meeting of ACRL Leadership Council in January 2020
After reviewing Leadership Council evaluations and listening to members, the ACRL Board will pilot a virtual Leadership Council in January 2020. This will replace the face-to-face meeting of Leadership Council ACRL that had typically been held on Friday afternoons. The Board hopes that the newly piloted virtual meeting will enable more ACRL leaders to participate in Leadership Council. The Virtual Leadership Council will be held Thursday, January 16, 2020, from 2:00-3:30 p.m. CST, and an official invite will be sent in the coming weeks.

ACRL Breakfast for ACRL Leadership and Membership
In recognition of the importance and value of spending time together and connecting with one another, the Board will be hosting a breakfast on Saturday morning during MW 2020 on Saturday, January 25th, from 7:00-8:30 a.m. This breakfast will be open to ACRL leadership and membership. Registration will be required. Stay tuned for more information as the date approaches. We hope you will be able to join us, and feel free to share with other ACRL members.

Changes in Board schedule
The ACRL Board of Directors and Budget & Finance Committee are moving toward a hybrid model and will hold some of its meetings virtually and some of its meetings face-to-face during the ALA MW 2020 meeting. The Board's goals in making these changes are to pilot accomplishing some of its governance work without a MW meeting and to reduce the number of days that members need to be away from home. Both groups will conduct their business Friday, Saturday and Sunday and neither will hold meetings on Monday. These meetings will be publicly posted on the MW scheduler.

Thank you in advance for your flexibility and understanding, as the ACRL Board seeks to meet the needs of ACRL member leaders and adapt to the changes that ALA is making to the traditional Midwinter Meeting.

Know that we couldn't do what we do, without you and we appreciate your contributions to ACRL.

Sincerely,

Karen Munro
ACRL President

From:	Elois Sharpe
To:	acrl-cttechairs@lists.ala.org
Cc:	Allison Payne; Megan Griffin
Subject:	Update - ACRL Leadership Council Changes at ALA Midwinter 2020
Date:	Monday, August 19, 2019 3:40:56 PM
Attachments:	image002.png

Dear ACRL Division-level Committee Leaders,

As you make plans for your 2020 Midwinter Meetings, we wanted to share with you some changes the ACRL Board is making to anticipate ALA's move to a transition event in January 2021 with limited meeting space, after which Midwinter will be sunsetted and ALA will launch a brand-new conference in 2022.

Virtual ACRL Leadership Council in 2020
After reviewing Leadership Council evaluations and listening to members, the ACRL Board decided to pilot a virtual Leadership Council in January 2020. This will replace the face-to-face Leadership Council ACRL has held on Friday afternoons.

The Board hopes that this change will enable more ACRL leaders to participate in Leadership Council. An exact date is still to be set, but we expect it to be about a week before ALA's MW meeting. For those of you attending MW 2020, we wanted to offer a time to gather and connect with each other, so ACRL is hosting an ACRL Leadership breakfast Saturday morning.

Changes in Board schedule
The ACRL Board of Directors and Budget & Finance Committee are moving toward a hybrid model and will hold some of its meetings virtually and some of its meetings face-to-face during the ALA MW 2020 meeting. The Board's goals in making these changes were to pilot accomplishing some of its governance work without a MW meeting and to reduce the number of days that members needed to be away from home. Both groups will conduct their business Friday, Saturday and Sunday and neither will hold meetings on Monday.

Need to change your plans?
We understand these new meeting changes may impact your original MW20 meeting plans. If you've already submitted your MW20 meeting requests to me and need to make changes, please submit those changes to me via email, esharpe@ala.org. If your original meeting requests remain unchanged, you do not need to resubmit any information.

For those of you who have not provided me with your MW20 meeting requests, please note, that the deadline is **Friday, August 23, 2019**.

Please see the ACRL Leadership Council changes for MW20 below:

ACRL Leadership Council
The ACRL Leadership Council will **meet virtually** instead of face-to-face. The date for the virtual meeting is TBD and is anticipated to be in January 2020.

ACRL Leadership Welcome Breakfast
We are switching from a Friday afternoon welcome lunch to a Saturday morning welcome breakfast. This session is primarily a networking session with a few announcements from the President; it will not include a Leadership Council program. The breakfast will be held on Saturday, January 25, from 7:00-8:30am, with brief remarks anticipated at 7:30 a.m.

We sincerely thank you in advance for your flexibility and understanding, as the ACRL Board seeks to meet the needs of ACRL member leaders and adapt to the changes that ALA is making to the traditional Midwinter Meeting.

Know that we couldn't do what we do, without you and we appreciate your contributions to ACRL.

Please do not hesitate to contact me if you have any questions.

Thanks!

Elois

Elois Sharpe
Program Coordinator
Association of College & Research Libraries
50 East Huron Street, Chicago, IL 60611
T: 312-280-5277; F: 312-280-2520
Email: esharpe@ala.org; http://www.acrl.org
Pronouns: she, her, hers

Make it a good day!

This page included to accommodate double sided printing.

Unit Name	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
Chapters Council	Chapters		Face to Face - Tentative	
Academic/Research Librarian of the Year Award Committee	Committee			Virtual Only
ACRL 2020 President's Program Planning Committee	Committee			Virtual Only
ACRL 2021 Component Committees	Committee		Face to Face	
ACRL 2021 Coordinating Committee	Committee		Face to Face	
Board of Directors	Committee		Face to Face	
Budget & Finance Committee	Committee		Face to Face	
Equity, Diversity and Inclusion Committee	Committee		Face to Face	
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Committee	Not Meeting		
Excellence in Academic Libraries Award Committee	Committee			Virtual Only
External Liaisons Committee	Committee		Face to Face	
Government Relations Committee	Committee		Face to Face	
Hugh C. Atkinson Memorial Award Committee	Committee			Virtual Only
Immersion Program Committee	Committee		Face to Face	
Information Literacy Framework and Standards Committee	Committee	Not Meeting		
Leadership Recruitment & Nomination Committee	Committee	Not Meeting		
Liaisons Assembly Committee	Committee		Face to Face	
Membership Committee	Committee	Not Meeting		
New Roles and Changing Landscapes Committee	Committee		Face to Face	
Professional Development Committee	Committee	Not Meeting		
Professional Values Committee	Committee			Virtual Only
Publications Coordinating Committee	Committee			Virtual Only
Research Planning and Review Committee	Committee	Not Meeting		
Research and Scholarly Environment Committee	Committee		Face to Face	
Section Membership Committee	Committee	Not Meeting		
Standards Committee	Committee		Face to Face	
Student Learning and Information Literacy Committee	Committee		Face to Face	

Unit Name	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
Value of Academic Libraries Committee	Committee	Not Meeting		
Assessment Discussion Group	Discussion Group		Face to Face	
Balancing Baby and Book Discussion Group	Discussion Group		Face to Face	
Continuing Education/Professional Development Discussion Group	Discussion Group	Not Meeting		
Copyright Discussion Group	Discussion Group		Face to Face	
First Year Experience Discussion Group	Discussion Group	Not Meeting		
Global Library Services Discussion Group	Discussion Group		Face to Face	
Heads of Public Services Discussion Group	Discussion Group		Face to Face	
Hip Hop Librarian Consortium Discussion Group	Discussion Group	Not Meeting		
International Perspectives on Academic and Research Libraries Discussion Group	Discussion Group	Not Meeting		
Leadership Discussion Group	Discussion Group		Face to Face	
Learning Commons Discussion Group	Discussion Group	Not Meeting		
Library and Information Science Collections Discussion Group	Discussion Group			Virtual Only
Library Support for Massive Open Online Courses (MOOCs) Discussion Group	Discussion Group	Not Meeting		
Media Resources Discussion Group	Discussion Group	Not Meeting		
MLA International Bibliography in Academic Libraries Discussion Group	Discussion Group		Face to Face	
New Members Discussion Group	Discussion Group	Not Meeting		
Personnel Administrators and Staff Development Officer Discussion Group	Discussion Group		Face to Face	
Philosophical, Religious, and Theological Studies Discussion Group	Discussion Group			Virtual Only
Scholarly Communication Discussion Group	Discussion Group		Face to Face	
Student Retention Discussion Group	Discussion Group	Not Meeting		
Undergraduate Librarians Discussion Group	Discussion Group	Not Meeting		

Unit Name	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
Academic Library Trends and Statistics Survey Editorial Board	Editorial Board		Face to Face	
ACRL/LLAMA Interdivisional Committee on Building Resources Committee Editorial Board	Editorial Board			Virtual Only
C&RL News Editorial Board	Editorial Board			Virtual Only
CHOICE Editorial Board	Editorial Board			Virtual Only
CLS CLIPP Committee	Editorial Board			Virtual Only
College & Research Libraries Editorial Board	Editorial Board			Virtual Only
New Publications Advisory Board	Editorial Board			Virtual Only
Project Outcome for Academic Libraries Editorial Board - New	Editorial Board	Not Meeting		
Publications in Librarianship Editorial Board	Editorial Board			Virtual Only
RBM Editorial Board	Editorial Board			Virtual Only
Resources for College Libraries Editorial Board	Editorial Board			Virtual Only
Academic Library Services for Graduate Students Interest Group	Interest Group			Virtual Only
Academic Library Services to International Students Interest Group	Interest Group	Not Meeting		
Access Services Interest Group	Interest Group		Face to Face	
African-American Studies Librarians Interest Group	Interest Group		Face to Face	
Asian, African, and Middle Eastern Studies Interest Group	Interest Group	Not Meeting		
Contemplative Pedagogy Interest Group	Interest Group	Not Meeting		
Digital Badges Interest Group	Interest Group			Virtual Only
Health Sciences Interest Group	Interest Group	Not Meeting		
History Librarians Interest Group	Interest Group			Virtual Only
Image Resources Interest Group	Interest Group			Virtual Only
Librarianship in For-Profit Educational Institutions Interest Group	Interest Group	Not Meeting		
Library Marketing and Outreach Interest Group	Interest Group	Not Meeting		
Research Assessment and Metrics Interest Group	Interest Group		Face to Face	
Residency Interest Group	Interest Group			Virtual Only
Systematic Reviews and Related Methods Interest Group	Interest Group			Virtual Only

Unit Name	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
Technical Services Interest Group	Interest Group		Face to Face	
Universal Accessibility Interest Group	Interest Group	Not Meeting		
Virtual Worlds Interest Group	Interest Group	Not Meeting		
Anthropology and Sociology Section (ANSS)	Section		Face to Face - (Only a Social)	
Arts Section	Section	Not Meeting		
College Libraries Section (CLS)	Section			Virtual Only
Community and Junior College Libraries Section (CJCLS)	Section	Not Meeting		
Digital Scholarship Section (DSS)	Section		Face to Face	
Distance Learning Section (DLS)	Section	Not Meeting		
Education and Behavioral Sciences Section (EBSS)	Section			Virtual Only
European Studies Section (ESS)	Section		Face to Face	
Instruction Section (IS)	Section	Not Meeting		
Literatures in English Section (LES)	Section	Not Meeting		
Politics, Policy and International Relations Section (PPIRS)	Section	Not Meeting		
Rare Books and Manuscripts Section (RBMS)	Section		Face to Face	
Science and Technology Section (STS)	Section		Face to Face	
University Libraries Section (ULS)	Section		Face to Face - (Only 1 DG)	
Women & Gender Studies Section Discussion Forum (ACRL WGSS)	Section			Virtual Only
Academic Librarians Standards and Guidelines Review Task Force	Task Force		Face to Face	
ACRL/ALA/ARL IPEDS Task Force	Task Force	N/A		
RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and F	Task Force	Not Meeting		
Diversity Alliance Task Force	Task Force		Face to Face	
Impactful Scholarship and Metrics Task Force	Task Force		Face to Face	
Project Outcome for Academic Libraries Task Force	Task Force	N/A		
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to	Task Force	Not Meeting		

Unit Name	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
	Unit Type	Not Meeting at all MW20	Face to Face MW20	Virtual Only MW20
	Chapters	0	1	0
	Committees	8	13	6
	Discussion Groups	10	9	2
	Editorial Board	1	1	9
	Interest Groups	8	4	6
	Sections	6	6	3
	Task Forces	2	3	0
	Totals	**35**	**37**	**26**

This page included to accommodate double sided printing.

ACRL Units Meeting Face-to-Face and Virtually
Midwinter 2019 and Annual 2019

Unit Name	Unit Type	Midwinter 2019			Annual 2019		
		Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
Chapters Council	Chapters		Face to Face			Face to Face	
Academic/Research Librarian of the Year Award Committee	Committee		Face to Face		Not Meeting		
ACRL 2019 Component Committees	Committee		Face to Face		N/A		
ACRL 2019 Coordinating Committee	Committee		Face to Face			N/A	
ACRL 2019 President's Program Planning Committee	Committee		Face to Face		Not Meeting		
ACRL 2020 President's Program Planning Committee	Committee	N/A	N/A	N/A		Face to Face	
ACRL 2021 Brainstorming/Coordinating Committee	Committee		Face to Face			Face to Face	
Board of Directors	Committee		Face to Face			Face to Face	
Budget & Finance Committee	Committee		Face to Face			Face to Face	
Equity, Diversity and Inclusion Committee	Committee		Face to Face			Face to Face	
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Committee	Not Meeting			Not Meeting		
Excellence in Academic Libraries Award Committee	Committee			Virtual Only	Not Meeting		
External Liaisons Committee	Committee		Face to Face			Face to Face	
Government Relations Committee	Committee		Face to Face			Face to Face	
Hugh C. Atkinson Memorial Award Committee	Committee	Not Meeting			Not Meeting		
Immersion Program Committee	Committee		Face to Face			Face to Face	
Information Literacy Framework and Standards Committee	Committee			Virtual Only			Virtual Only
Leadership Recruitment & Nomination Committee	Committee			Virtual Only			Virtual Only
Liaisons Assembly Committee	Committee		Face to Face			Face to Face	
Membership Committee	Committee			Virtual Only			Virtual Only
New Roles and Changing Landscapes Committee	Committee		Face to Face			Face to Face	
Professional Development Committee	Committee	Not Meeting			Not Meeting		
Professional Values Committee	Committee		Face to Face			Face to Face	
Publications Coordinating Committee	Committee			Virtual Only		Face to Face	
Research Planning and Review Committee	Committee			Virtual Only		Face to Face	
Research and Scholarly Environment Committee	Committee		Face to Face			Face to Face	
Section Membership Committee	Committee			Virtual Only		Face to Face	
Standards Committee	Committee		Face to Face			Face to Face	
Student Learning and Information Literacy Committee	Committee		Face to Face			Face to Face	
Value of Academic Libraries Committee	Committee		Face to Face			Face to Face	
Assessment Discussion Group	Discussion Group		Face to Face		Not Meeting		
Balancing Baby and Book Discussion Group	Discussion Group		Face to Face			Face to Face	
Continuing Education/Professional Development Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Copyright Discussion Group	Discussion Group		Face to Face			Face to Face	
First Year Experience Discussion Group	Discussion Group	Not Meeting				Face to Face	
Global Library Services Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Heads of Public Services Discussion Group	Discussion Group		Face to Face			Face to Face	
Hip Hop Librarian Consortium Discussion Group	Discussion Group	Not Meeting			Not Meeting		
International Perspectives on Academic and Research Libraries Discussion Group	Discussion Group	Not Meeting				Face to Face	
Leadership Discussion Group	Discussion Group	Not Meeting				Face to Face	
Learning Commons Discussion Group	Discussion Group	Not Meeting				Face to Face	
Library and Information Science Collections Discussion Group	Discussion Group		Face to Face			Face to Face	
Library Support for Massive Open Online Courses (MOOCs) Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Media Resources Discussion Group	Discussion Group	Not Meeting			Not Meeting		
MLA International Bibliography in Academic Libraries Discussion Group	Discussion Group			Virtual Only			Virtual Only
New Members Discussion Group	Discussion Group	Not Meeting					Virtual Only
Personnel Administrators and Staff Development Officer Discussion Group	Discussion Group		Face to Face			Face to Face	
Philosophical, Religious, and Theological Studies Discussion Group	Discussion Group		Face to Face			Face to Face	
Scholarly Communication Discussion Group	Discussion Group		Face to Face			Face to Face	
Student Retention Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Undergraduate Librarians Discussion Group	Discussion Group		Face to Face			Face to Face	
Academic Library Trends and Statistics Survey Editorial Board	Editorial Board		Face to Face			Face to Face	
ACRL/LLAMA Interdivisional Committee on Building Resources Committee Editorial Board	Editorial Board		Face to Face			Face to Face	
C&RL News Editorial Board	Editorial Board			Virtual Only		Face to Face	

ACRL Units Meeting Face-to-Face and Virtually Midwinter 2019 and Annual 2019

ACRL FB19 Doc 12.0

Unit Name	Unit Type	Midwinter 2019			Annual 2019		
		Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
CHOICE Editorial Board	Editorial Board		Face to Face			Face to Face	
CLS CLIPP Committee	Editorial Board	Not Meeting				Face to Face	
College & Research Libraries Editorial Board	Editorial Board			Virtual Only		Face to Face	
New Publications Advisory Board	Editorial Board			Virtual Only		Face to Face	
Publications in Librarianship Editorial Board	Editorial Board			Virtual Only		Face to Face	
RBM Editorial Board	Editorial Board			Virtual Only		Face to Face	
Resources for College Libraries Editorial Board	Editorial Board			Virtual Only		Face to Face	
Academic Library Services for Graduate Students Interest Group	Interest Group		Face to Face			Face to Face	
Academic Library Services to International Students Interest Group	Interest Group	Not Meeting				Face to Face	
Access Services Interest Group	Interest Group		Face to Face			Face to Face	
African-American Studies Librarians Interest Group	Interest Group	Not Meeting				Face to Face	
Asian, African, and Middle Eastern Studies Interest Group	Interest Group			Virtual Only		Face to Face	
Contemplative Pedagogy Interest Group	Interest Group	Not Meeting			Not Meeting		
Digital Badges Interest Group	Interest Group	Not Meeting			Not Meeting		
Health Sciences Interest Group	Interest Group	Not Meeting				Face to Face	
History Librarians Interest Group	Interest Group	Not Meeting			Not Meeting		
Image Resources Interest Group	Interest Group	Not Meeting					Virtual Only
Librarianship in For-Profit Educational Institutions Interest Group	Interest Group	Not Meeting			Not Meeting		
Library Marketing and Outreach Interest Group	Interest Group		Face to Face			Face to Face	
Research Assessment and Metrics Interest Group	Interest Group		Face to Face			Face to Face	
Residency Interest Group	Interest Group		Face to Face			Face to Face	
Systematic Reviews and Related Methods Interest Group	Interest Group	Not Meeting			Not Meeting		
Technical Services Interest Group	Interest Group		Face to Face			Face to Face	
Universal Accessibility Interest Group	Interest Group		Face to Face			Face to Face	
Virtual Worlds Interest Group	Interest Group	Not Meeting			Not Meeting		
Anthropology and Sociology Section (ANSS)	Section		Face to Face (Only a Social)			Face to Face	
Arts Section	Section			Virtual Only		Face to Face	
College Libraries Section (CLS)	Section		Face to Face (Only a DG)			Face to Face	
Community and Junior College Libraries Section (CJCLS)	Section			Virtual Only		Face to Face	
Digital Scholarship Section (DSS)	Section		Face to Face			Face to Face	
Distance Learning Section (DLS)	Section			Virtual Only		Face to Face	
Education and Behavioral Sciences Section (EBSS)	Section			Virtual Only		Face to Face	
European Studies Section (ESS)	Section		Face to Face			Face to Face	
Instruction Section (IS)	Section	Not Meeting			Not Meeting		
Literatures in English Section (LES)	Section			Virtual Only		Face to Face	
Politics, Policy and International Relations Section (PPIRS)	Section			Virtual Only		Face to Face	
Rare Books and Manuscripts Section (RBMS)	Section		Face to Face			Face to Face	
Science and Technology Section (STS)	Section		Face to Face			Face to Face	
University Libraries Section (ULS)	Section		Face to Face (Only DGs)			Face to Face	
Women & Gender Studies Section Discussion Forum (ACRL WGSS)	Section		Face to Face (Only a Forum)			Face to Face	
Academic Librarians Standards and Guidelines Review Task Force	Task Force	Not Meeting			Not Meeting		
ACRL/ALA/ARL IPEDS Task Force	Task Force	Not Meeting			Not Meeting		
RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	Task Force	Not Meeting			Not Meeting		
Diversity Alliance Task Force	Task Force		Face to Face			Face to Face	
Impactful Scholarship and Metrics Task Force	Task Force		Face to Face			Face to Face	
Project Outcome for Academic Libraries Task Force	Task Force			Virtual Only	Not Meeting		
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	Task Force	Not Meeting				Face to Face	

Unit Type	Midwinter 2019			Annual 2019		
	Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
Chapters	0	1	0	0	1	0
Committees	3	18	7	6	18	3
Discussion Groups	11	9	1	7	12	2
Editorial Board	1	3	6	0	10	0
Interest Groups	10	7	1	6	11	1
Sections	1	8	6	1	14	0
Task Forces	4	2	1	4	3	0
Totals	**30**	**48**	**22**	**24**	**69**	**6**

Minutes from the ALA Conference Committee/CPCT Meeting
2019 Annual Conference – June 22, 2019

Committee and CPCT Members Present: Martin, Kleiman, Wong, Beckstrom, Kim, Tyler, McManus, Kane, Escobedo, Modrow, Martin, Kear, Bohrer, Healey
ALA Staff Members Present: Jones, Ghikas, Navarro, Macikas, Ward, Figueroa
Liaisons Present: Lippard (BARC)
Guests: Holmes, Conahan, Wright, Guimaraes, Calzada, Hilyard, Nemec-Loise

Agenda: Introductions

During introductions, the Chair acknowledged Rodney Lippard as the new Budget and Analysis Review Committee liaison to the Conference Committee.

Agenda: Update on the 2019 Seattle Midwinter Meeting

Per the 2019 final midwinter registration report from Conference Services:

- Total registration was 9,211
    - ALA members   2,915
    - Other members   793
    - Nonmembers   359
    - One day   284
        - Subtotal   4,251
    - Exhibits Only   1,580
    - Complementary   659
    - Exhibitors   2,721
        - Subtotal   4,960
- Total registration income $1,052,855 against a budget of $902,000; 117% of budget
- Total revenues of $2,569,960 and total expenditures of $3,077,170 for a net expense of -$507,210. Audio-visual costs accounted for a significant amount of the deficit.

<u>Agenda: Update on the Future of Midwinter</u>

The Chair briefly recapped the work of the Conference Committee to date around the future of Midwinter, including a brainstorming session held in October 2018. At the brainstorming session, the Committee provided input to Conferences Services who developed a conceptual plan which the Committee Chair presented at Town Hall meetings, an Executive Board meeting and a Council meeting at Midwinter 2019 for feedback. The feedback/comments were provided to Conference Services to assist in refining the conceptual plan.

The Earla Jones, Director of Conference Services, provided the following update:

- Various internal staff meetings and discussions were held since Midwinter meeting to gather staff insights on the conceptual plan.
- Conference Services is looking at cost and budget models for a new event. The current Midwinter with 350 meetings is not sustainable or cost effective.
- Midwinter, as it is currently structured, will end with the January 2020 Midwinter meeting in Philadelphia.
- A new event, which replaces Midwinter, will begin in January 2021 in Indianapolis where components of the new event will be tested as a "soft launch" (i.e. smaller meeting footprint, pilot programming, session design, etc). The new event will focus on educational content rather than business meetings. The transitional year of this new event in Indianapolis may still be under the Midwinter brand as determined by conference services staff.
- The campus for the new event in Indianapolis will be smaller than Midwinter, since business meetings will be significantly reduced. Space will be available for Council, some ALA Committees and Committees of Council, Division Boards, Roundtable Boards and Award Juries (books and media) to meet at the new event before and after the content programming. The Award Juries will be able to meet throughout the event as needed to get their work completed, because it is integral to the event.
- The new event will focus on education, networking and activities that support ALA core values, key action areas and strategic directions. This will include:
  - Issue forums focused on advocacy, information policy, professional and leadership development and EDI.
  - Three primary content streams which will include the Symposium on the Future of Libraries, Awards/Reader's Advisory, and EDI.
  - Programming for the Symposium on the Future of Libraries will be curated by the Center for the Future of Libraries' member advisory group.
  - Programs on Books, literacy, multimedia collections and award celebrations (Youth Media Awards, Andrew Carnegie Medal Announcement, RUSA Book and Media Awards Ceremony and the I Love My Librarian Awards) will all be part of the Awards/Reader's Advisory content stream.

- The Joint Conference of Librarians of Color (JCLC) is interested in the possibility of contributing programming for the EDI content stream in 2021, through a collaborative effort with ALA.
- A sub-theme of the new event will have a leadership development emphasis to attract and capitalize on the growing need for resources and programming specifically for rising and future leaders.
- The exhibit hall will be designed to create meaningful education and networking platforms that encourage connections with exhibitors that provide products and services to ALA members.
- Exhibitors should anticipate a schedule with more dedicated/non-compete hours.
- The full transition to a newly branded event will occur in January 2022 in San Antonio.

It was acknowledged that various ALA, Division and Roundtable committees will need guidance on how to get their work accomplished without the opportunity for a face to face business meeting at Midwinter. It was pointed out that this reduction in face to face meetings is in line with a SCOE recommendation to move towards more member digital participation. The group felt it was important that information/talking points be released around the new event in Indianapolis and the reduction in business meetings as soon as possible, so committees have time to plan. It was also suggested that some type of FAQ or tip sheet be developed to assist committees in their plans to work efficiently in a virtual capacity. A committee comprised of Patty Wong (chair), Matt Beckstrom, Alesia McManus, Jack Martin and Lavoris Martin was formed to prepare a FAQ/tip sheet that will provide strategies to assist committees with the transition to a virtual meeting.

It was acknowledged that units from across the Association can submit programming for consideration, as long as it fits into one of the content streams. The specifics on program solicitation/acceptance have not yet been worked out. It was further acknowledged that there will not be a mandate for division/roundtable boards to meet or provide programming at the new event, just as there isn't a mandate for them to meet or program at Midwinter. However, their participation is encouraged.

It was acknowledged that this new event may attract some but not all members who currently attend Midwinter. However, it may attract an entirely new audience. Marketing of the new event will be extremely important.

Agenda: Review of Annual Conference Program Submittal Process

The Chair pointed out that the Committee continues to refine the program proposal process based on input received from juries, units across the Association and individual members.

A. Review of Tip Sheet for Program Submission

At Midwinter, the Roundtable Coordinating Assembly requested a tip sheet to guide them through the program submission process. Alee Navarro provided a draft for review. The tip sheet has been posted on the program submission portal. It will be updated based on feedback (see below).

B. Review of Program Evaluation Rubric

The group reviewed the revised rubric prepared by Alee Navarro and provided feedback including:

- Liked the fact that the evaluation criteria will now be weighted on a 1-4 scale.
- The Collaboration and Timeliness/Demand criteria should both be raised to level 4 weight. The rest can remain as presented.
- The Innovation criteria should be merged into Timeliness/Demand criteria.
- The Perspectives criteria should be renamed to Diversity of Perspectives throughout the rubric and Diversity of Perspective should be better explained in the tip sheet. Diversity doesn't mean just EDI. It can also mean type of library, size of library, geographic location, different stances on an issue, etc.
- For the Collaboration criteria, Alee Navarro established an official process to verify that collaborations are legitimate, as requested by the RoundTable Coordinating Assembly. The collaboration verification process should be explained on the tip sheet.
- The missions of all the Divisions should be added to the tip sheet to assist a person in submitting a program proposal to the appropriate unit.

C. Review of 2020 Deadlines Schedule

- Schedule of deadlines has been widely distributed.
- It was decided that it was important to post the deadline schedule before Annual Conference each year, so the Conference Committee will address any changes to the submittal process at the January Committee convening.

D. Review of Program/ALA Jury Responsibilities/ALA Jury Chair Instructions

- The Annual Conference program juries and ALA jury chair responsibilities will be a single document as prepared by Alee Navarro. The document provides good background information.
- It was acknowledged that the number of program slots available to each jury varies city by city. Juries will be notified of the number of slots once jury rosters are received each year.
- It was acknowledged that the ALA jury in the past has not had full participation by all jury members. The staff liaison to the ALA Jury should make sure appointing units to this jury are aware of the responsibilities and time commitment, as should prospective jury members.

- Julie Kane and Michael Santangelo (both previous ALA jury chairs) will develop a set of jury instructions for the ALA jury. Both have experience with previous issues that need to be addressed in the document.
- It was clarified that it is not the responsibility of the ALA jury chair to verify program speakers. Across all units, this is the responsibility of the staff liaison.

Agenda: New Position in Conference Services

Earla Jones, Director of Conference Services, shared the posting for a Conference Content Manager. A library science degree is preferred in combination with relevant experience. The position will coordinate content planning for ALA conferences and collaborate with various ALA units in the curation of content.

Agenda: Appointment of 2020 ALA Award Jury Chair

Robin Kear and Julie Kane agreed to serve as co-chairs of the 2020 ALA Award Jury.

FYI: Unaudited 2019 Annual Conference Registration Results

- Attendees 14,633
- Exhibitors 6,827
- Total of 21,460 (compared to 2018 New Orleans at 17,599 and 2017 Chicago at 22,702)
- Registration revenue at $3,023,343 against a budget of $2,767,200.
- 9.26% net revenue or $256,143

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ALA Executive Board
Fall 2019

TOPIC: Steering Committee on Organizational Effectiveness (SCOE) Recommendations

ACTION REQUESTED: The Board is asked to discuss (a) SCOE recommendations, (b) the preliminary fiscal analysis, and (c) the proposed forward path. The Board is also asked to refer the recommendations to the ALA Constitution & Bylaws and the ALA Committee on Organization for review and for preparation of potential Bylaws language for consideration by the ALA Council.

DRAFT MOTION: *The ALA Board refers the recommendations of the Steering Committee on Organizational Effectiveness to the ALA Committee on Organization and the ALA Constitution and Bylaws Committee, working in collaboration with ALA staff and legal counsel, to review the impact on current Constitution and Bylaws and draft potential replacement language, and to report to the ALA Executive Board at their Spring 2020 meeting.*

REQUESTED BY: **Lessa Kanani'opua Pelayo-Lozada, Chair, SCOE**

DATE: **10 October 2019**

BACKGROUND:

SCOE's history and process are reviewed in the attached document. At this point, SCOE is seeking robust discussion with the ALA Executive Board and the support of the Board in moving forward to broad discussion with the ALA Council and other leadership groups. The aim at this point is clarity.

The Fiscal Review subcommittee recommended formation of a larger fiscal subcommittee when the Executive Board makes its final decision to move the recommendations forward for a vote to ALA Council which will likely be in Spring 2020. SCOE agrees that the work of the larger fiscal group can most effectively be done closer to the point of potential implementation. Staff are being asked, through the Executive Director, to review the recommendations presented here, to answer the questions "how might this work?" and to provide input to a Management document focused on financial impact (staffing, technology, av, etc.). That document, along with the work on potential membership models (ALA Membership Committee, ALA Membership Development), will provide a basis for a more detailed fiscal analysis.

In their review of recommendations, the Executive Committee of SCOE came to the conclusion that an effective discussion of the recommendations by ALA Council would be aided by having draft Bylaws language available. ALA has two existing committees positioned to accomplish that work: the committees on Constitution and Bylaws and on Organization. The Board is asked to refer the SCOE recommendations to those two groups with a request that they (a) work collaboratively with ALA Staff, (b) working through staff, consult with ALA legal counsel, and (c) report to the Board at the Spring 2020 meeting with draft language.

Forward Together
Recommendations for a reimagined American Library Association governance model
October 2019

A Note from SCOE

We heard you. Members want an effective, nimble, inclusive, member-driven American Library Association. Maintaining the status quo with our 100-year-old governance structure will not propel ALA as the leading library association that members demand. In order for libraries and librarianship to thrive in the future, we invite members to move ALA *Forward Together*.

Relying on input from thousands of members and data about ALA membership trends and finances, the Steering Committee on Organizational Effectiveness (SCOE) worked since 2018 to develop and refine a package of recommendations to ALA members. *Forward Together* aligns with the streams of change already underway within ALA related to finances, real estate holdings, technology and staffing.

Forward Together proposes a package of interrelated recommendations which are necessarily complex because ALA is large and complex. We recommend changes to the board and committees for more direct election and input by members. *Forward Together* streamlines ways for members to get involved, participate, and influence ALA.

The financial realities and advocacy needs faced by libraries demands ALA members to be bold. Share the excitement in moving ALA *Forward Together*. We invite you to review the attached document that details the input and refinement process, background information, rationale for recommendations, and some of the most important data reviewed related to membership trends and dues, ALA finances, and streams of change.

Introduction

For decades, library leaders and members have recognized that the American Library Association (ALA) needs change. A change which has become more urgent following the 2008 recession as ALA membership declines and resources become stretched thin. Past members of the association often did not renew their membership because of feelings of disconnectedness and an inability to find a home within ALA. Most of these past members let their memberships lapse after only three years, indicating ALA is not meeting the needs of its newest library advocates and workers and is not relevant to those who are further along in their careers. Members join ALA because they see the association as a strong library advocate, a place for professional development, and an opportunity to connect with other passionate members, values that are a strength of the association. What newer members need in addition to these things to stay members and to continue finding the value in ALA membership is to also be part of an association that is a leader in the field, is mission driven, is inclusive, is responsive to the issues of the profession, and is proactive in advocating for libraries.

The structural changes that our association has struggled with over the last few decades and the resulting complexity has created an organization that is large, complicated, and difficult to change. ALA now has a once-in-a-lifetime opportunity to realign our association for the world we live in today. This opportunity includes an examination of how priorities are established for the association, how members identify the most significant challenges facing them, and how the efficiency of that work can be improved. Past efforts have resulted in tweaks, but to move ALA forward, a large, comprehensive evaluation of the most effective methods of member engagement and prioritization needs to take place.

Building Momentum for Change

The only way that an organization like ALA can successfully move forward is through a member-driven and member-led process that relies on broad input and ideas, incorporation of those input and ideas, and member-driven action. Following the footsteps of many other large associations that have recently engaged in this type of review in response to the economic and societal changes around us, ALA 2017–18 President Jim Neal, in his November/December 2017 *American Libraries* President's Column, expressed a call to action to review our association's current structure. He wrote that this process of review must embrace our core values and focus on member engagement. He prompted readers to think about the complexity of the organization and how we might evolve for the future. With this as a stage, and with the recognition that this type of review needs to occur on a regular basis, the process toward *Forward Together*, the report of the Steering Committee on Organizational Effectiveness (SCOE), began to take shape.

Answering President Neal's call to action in fall 2017, the ALA Executive Board authorized the predecessor to SCOE, an exploratory subcommittee focusing on the concept of organizational effectiveness and governance review. Then board members Andrew K. Pace, Lessa Kanani'opua Pelayo-Lozada and Patricia "Patty" M. Wong conducted research, compiled information from past surveys and focus groups, and explored previous organizational effectiveness and reorganization efforts. In addition to this research, the subcommittee held several feedback sessions at the 2018 ALA Midwinter Meeting. The subcommittee report, presented to Council at the 2018 ALA Annual Conference (and included as appendix c) concluded that members find ALA extremely complex and difficult to navigate, contributing to a decline in ALA membership and overall support for the association and its work.

At the same time, other important changes occurred in the association. The Membership Office worked with consultants from Avenue M to study ALA membership trends (see appendix D), and the Executive Board authorized an investment budget for the association, prioritizing and investing extra money into areas of need. The investment budget focused on five main "streams of change": information technology investment, Development Office investment, real estate exploration, Midwinter Restructuring, and Organizational Effectiveness. This investment budget was another signal that the association has large changes that need to be made in order to meet its mission and engage as many members as possible while remaining true to its core values.

These reports, investments, and proposed changes are all intertwined and rest on a cohesive, unified, forward-thinking association working toward the same goal. For one area to be successful, the others must also be successful. These changes and these needs led to the creation of SCOE, a group of twenty-three passionate members and staff from across the association who were tasked with conducting a comprehensive review and study of ALA's governance, member participation, and legal structures and systems, with the goal of proposing changes that will revitalize its success, strength, and agility as a modern association for a modern profession.

The Committee

SCOE was appointed in June 2018 by then ALA President Jim Neal with support of the Executive Board and the next two ALA Presidents, 2018–19 ALA President Loida Garcia Febo and 2019–20 ALA President Wanda K. Brown, also a SCOE member. Appointments were made to solicit a wide variety of distinct perspectives, disciplines, library types, and ALA experiences. An intentionally large committee to incorporate as many varied intersections and perspectives as possible, SCOE used this strength to seek inclusion of and solicit input from all members into the recommendations, not just themselves or people who think like them.

Executive Board Member Lessa Kanani'opua Pelayo-Lozada serves as the SCOE chair and ALA Executive Board liaison. A full roster of the committee can be found on the [ALA website](#) and is listed below:

- Lessa Kanani'opua Pelayo-Lozada, Chair (Palos Verdes Library District)
- Wanda K. Brown (Winston-Salem State University)
- Emily Daly (Duke University)
- Emmanuel Faulkner Sr. (Baltimore City Public Schools)
- Kenny Garcia (California State University, Monterey Bay)
- Mandi Goodsett (Cleveland State University)
- Terri Grief (Retired, McCracken County High School, Instructor for Murray State University)
- Alexia Hudson-Ward (Oberlin College)
- Ben Hunter (University of Idaho)
- Steve Laird (Infogroup)
- Jack Martin (Providence Public Library)
- Alanna Aiko Moore (University of California San Diego)
- Jim Neal (Columbia University, emeritus)
- Lucinda Nord (Indiana Library Federation)
- Vailey Oehlke (Multnomah County Library)
- Andrew Pace (OCLC)
- Juan Rivera (A. Phillip Randolph Campus High School)
- Karen G. Schneider (Sonoma State University)
- Felton Thomas (Cleveland Public Library)
- Kerry Ward (ALA/Library Leadership & Management Association)
- Nora Wiltse (Chicago Public Schools)
- Steven D. Yates (University of Alabama)
- Shali Zhang (Auburn University)

ALA Staff Liaisons are Mary Ghikas and Raymond Garcia. Jim Meffert and Paul Meyer of Tecker International Consulting have provided guidance and support to the committee.

In addition to SCOE, a Fiscal Analysis Working Group was created to begin identifying the financial implications of the preliminary recommendations. This working group was chaired by ALA Immediate Past Treasurer Susan Hildreth, and more information on the Working Group and its work is in appendix A.

Creating the Recommendations

Member participation and engagement was critical to developing *Forward Together*. The process for creating the recommendations included broad input from members across the association and represents a collaborative and iterative process that drew from knowledge, evidence, and feedback. Transparency was valued in communication and input which occurred through several avenues, including:
- eight in-person public input sessions;
- seven virtual webinars and feedback sessions;
- eleven ALA staff focus groups;
- meetings with more than 40 different groups across ALA, including Council, divisions, round tables, and committees; and
- the "Organizational Effectiveness (SCOE) Discussion Forum," a public space on [ALA Connect](#) for members to share their thoughts, questions, and concerns, with 378 members and growing.

Between these channels of communication, SCOE has reached thousands of ALA members: new, longstanding, past, and prospective, all of which have helped to inform and transform ideas and recommendations over the last year.

SCOE met in person for an initial two-day Design Summit in October 2018 in Itasca, Illinois. A change to ALA's current structure was not a foregone conclusion. The committee first considered a "no change" recommendation, but as its work progressed and member input was received it became clear that change was needed and members had many great ideas for ways to improve the work of the association. During the Design Summit, SCOE reviewed input from past discussions, including conversations within the library community over the last six years, kitchen-table conversations, membership surveys, interviews with stakeholders, and reports from previous efforts at organizational change within ALA. The committee also reviewed best practices for organizational change and models from other large membership associations. It was clear from those discussions, from studying other associations, and from past efforts to refine the decision-making structure of ALA, that the current ALA structure needs to change. The current structure has multiple, repetitive steps to joining, offers few opportunities for members to engage directly in helping the association prioritize issues affecting them, and is not reflective of the kind of community engagement we value in our libraries today.

Particular consideration was given to the need to infuse the values of equity, diversity and inclusion (EDI) into ALA's core. SCOE heard and recognized that many people who are underrepresented in the association feel disillusioned and excluded from ALA's current structure and are unable to see a path toward leadership, professional development, and moving the association forward. To address these issues, the committee took a close look at the institutional and structural barriers to participation and influence including cost, ability to travel, institutional support, oppression and marginalization of groups, and political differences. The recommendations seek to make an association that creates an equitable playing field, supports its members in their endeavors, and creates spaces for underrepresented people to gain desired support and experiences in professional development and focused, intentional leadership paths.

From the Design Summit, several ideas the committee wanted to test were brought to members at the 2019 Midwinter Meeting for in-person input sessions. Other opportunities for feedback were offered after Midwinter through virtual input sessions, online feedback forms, and email. Video-conferencing technology made it possible to host virtual opportunities, allowing SCOE to model and test their recommendations in real time. By using technology to gather feedback and input, SCOE explored the ways proposed recommendations could help create an association by and for all its members, where and when they can engage.

SCOE met again for two days in May 2019 at ALA headquarters in Chicago to incorporate member feedback into the original ideas and create preliminary recommendations. These preliminary recommendations were brought to members for feedback in June and July 2019 via in-person and virtual feedback sessions, as well as email and the ALA Connect discussion group. SCOE convened for a third face-to-face meeting for two days in September 2019 to integrate the feedback gathered over the summer and create the recommendations provided in this report.

All SCOE meetings and public in-person input sessions included facilitators Jim Meffert and Paul Meyer from Tecker International. Additional ALA staff were brought into some of these meetings for their unique perspectives: Miguel Figueroa, director of the Center for the Future of Libraries; Jody Gray, director of the Office for Diversity, Literacy, and Outreach Services; and Stephanie Hlywak, director of the Communications & Marketing Office. In addition to in-person meetings, the committee held many virtual

meetings and discussions via email and ALA Connect.

Members of the committee hope that ALA members and staff recognize this effort as a once-in-a-lifetime opportunity to move our association forward together and that we all need to look at ALA as a whole, not just our individual pieces. The committee members did not always agree with each other at every step throughout the process, but there was an understanding that consensus would lead to broad inclusion and increased benefits for members. Members want ALA to become a model for other associations to follow. Members want ALA to become an association that infuses equity, diversity and inclusion into every action. Members want ALA to become an association that will allow for stronger member participation and influence in an organization that supports libraries and library workers in a society and culture that was almost unimaginable when the current structure was developed. Member's aspiration and goals for ALA are the lens through which *Forward Together* was created.

The Recommendations

In the spirit of a once-in-a-lifetime opportunity, SCOE members took time and care in the creation of recommendations that build upon more than a century of work by passionate member leaders. The committee sought to be as brave in its recommendations and think as aspirationally for the association as its founders did, with the understanding that our society and landscape has changed dramatically since the association's inception. This understanding of change was paired with the recognition that ALA's members are still united in its mission: "To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

The recommendations, collectively known as *Forward Together*, are intended to reflect the changes in society and in member expectations. One of the main changes recommended is to provide multiple avenues for year-round engagement by all members rather than just twice a year at Midwinter Meetings and Annual Conferences by a few select members. Another main change recommended is institutionalized intentionality and diversity in our governing bodies and structures and safeguards to protect us against homogeny. The recommendations are so intertwined with one another that it is difficult to pull out one example without affecting another area of the association.

The recommendations are complex because ALA, as currently structured, is incredibly complex. This complexity has made it difficult for members to get involved and find their way and has stifled past efforts to innovate. This complexity also requires us to look at the totality of the recommendations and not just focus on parts we favor, find convenient, or consider questionable. With these recommendations, SCOE hopes to accomplish a vision of a unified association that works towards one mission and supports all facets of its work. The pieces of the association are all of the parts that make us whole, and the facets described below work as one unit to create a strong ALA with increased member participation, member influence, and member engagement.

To guide the outcomes of the project, the following characteristics of a future ALA were developed through member feedback. The ALA of the future must
- enable consistent, strategic, and effective member engagement;
- enable organization-wide planning focused on a common mission and vision for library workers, library supporters, and libraries;
- be financially sustainable;

- enable sustainable, long-term change (including evaluation of progress and more frequent future adjustments);
- allow stakeholders to have confidence in decisions made when they are not in the room;
- deliver high-value support and impact for members;
- pursue environmental sustainability in its activities; and
- center equity, diversity, and inclusion.

With those goals in mind, as informed by ALA's members, *Forward Together* proposes the following recommendations:

Board of Directors

Future Composition of the Board of Directors of the American Library Association:	Current Composition of the Executive Board of the American Library Association:
17 volunteer members and 1 staff member ● 4 elected by membership: president, president elect, immediate past president, treasurer ● 8 elected by membership: at-large members ● 5 appointed by the Board for unique skills and perspectives not represented by elected members ● 1 staff (executive director, ex-officio, non-voting) Term Length: 3 years, staggered Sub-committees of the Board: Executive and Board Effectiveness (Endowment Trustees discussed in Member Engagement Opportunities)	12 volunteer members and 1 staff member ● 4 elected by membership: president, president elect, immediate past president, treasurer ● 8 elected by Council from current Councilors* ● 1 staff (executive director, ex officio, non-voting) Term Length: 3 years, staggered Committees of the Board: Executive, Board Effectiveness, Finance and Audit, Endowment Trustees *At-large members of Council are elected by ALA membership. Councilors representing a specific division or round table are elected by their members and Chapter Councilors are elected by their chapter's members.*

Forward Together envisions a diverse, responsive, and inclusive Board of Directors. Currently only four members of the Executive Board are directly elected by the full membership: the president, president elect, immediate past president, and treasurer. In *Forward Together*, the majority of board members, twelve, will be directly elected by the membership, and an additional five positions will be appointed by the Board of Directors with the help of the Nominating Committee and Leadership Development Committee. These appointments will be made to ensure a diverse and inclusive board that incorporates skills, library types, and backgrounds not represented by elected members. The Board of Directors will continue to receive funding from the association for Board-related activities, including travel to meetings and conferences, reducing economic barriers to participation. Direct election of the majority of Board members places accountability of elected leaders of the association in the hands of the many, rather than the current multi-step process that results in less than 200 members selecting the majority of the Executive Board. The current multi-step process includes the election of eight at-large Executive Board members by

and from ALA Council, some of whom were elected by the full membership, some by round table membership, some by division membership, and some by chapter membership. A single governing body with direct accountability to members as is proposed in the Board of Directors will enable Board members to take a larger view of the association rather than represent and promote the interests of one particular area.

Accountability is paramount to the role of the Board of Directors. Members of the Board are accountable to the association's membership, regardless of whether they have been elected or voted onto the Board. This accountability to members requires Board members to listen to and create action on behalf of members and be able to articulate and explain their actions to members for transparency and trust.

This accountability and trust is also represented in the proposed name change from "Executive Board" to "Board of Directors." The name change is intended to reset expectations of the Board. The Board of Directors as envisioned here is accountable directly to the membership and will receive critical, ongoing input from general members and assemblies of leaders. Moreover, the name change denotes the Board's existing and increased accountability for legal, financial, and administrative responsibilities and direction given to the ALA executive director, whom the board is responsible for hiring. The new name also further distinguishes the Board of Directors from the Executive Committee, a five member subgroup of the Board made up of the ALA president, president elect, immediate past president, treasurer, and executive director.

Each Board member, as they do now, will have a direct liaison responsibility with a committee of the Board, leadership assembly, and area of the association (offices, divisions, round tables, etc.). These liaison roles are intended to provide direct input to the Board of Directors, and communication will be regular and timely. Board members will not only report out to their designated groups, they will bring back suggestions, requests, and expertise to inform and influence Board decisions. These two way relationships are intended to not only improve communication between the Board of Directors, member leaders, and members, but also to encourage accountability and allow for larger numbers of members to voice their support or opposition to association policy, legislative issues, and more.

Standing Committees of the Board of Directors

Future Standing Committees of the ALA Board of Directors:	Current ALA comparison:
6 committees: - Finance and Audit - Nominating - Leadership Development - Association Policy - Public Policy and Advocacy - Social Justice 15 members per committee: 10 elected by ALA members 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the	- There is no direct correlation to current ALA structure. The future standing committees are comparable to: - some of the Committees of Council such as Policy Monitoring and Committee on Committees; - some of the Committees of the Association such as Nominating, Appointments, and Constitution and Bylaws; - some of the functions of ALA Council such as policy development.

committee ● 1 ALA staff member each ● Each standing committee will also hold regular in-person and virtual committee membership meetings (except the Nominating Committee). ● Standing committees will work in conjunction with advisory groups, working groups, and communities of practice	● The number of members per committee varies as does their member composition. Most committees are appointed by the Committee on Committees or the Appointment Committee, but some Committees of Council such as Policy Monitoring may only be comprised of Councilors. ● 1 Executive Board liaison each ● 1 ALA staff member each

Six standing committees will accomplish the core functions of the association. These committees will be supported by advisory groups, working groups, and communities of interest, each of which will provide greater opportunities for member participation than the current structure. These standing committees will also work closely with divisions and round tables to seek recommendations, input, and expertise from their areas.

To have broad member input and increase democratic participation from the few to the many, committees will also hold membership meetings focused around their charge. The membership meetings will be both in-person and virtual, providing opportunities for all interested ALA members to supply input, feedback, and recommendations to the committee for consideration. These focused membership meetings will be in addition to regular general membership meetings which will be held in-person and virtually to give a view of the entire association. Only the Nominating Committee will not hold membership meetings because of the confidential nature of its work. To promote transparency, the committee will put out open calls for nominations from members and may hold open online meetings to share their process.

The members of all standing committees will be selected by a hybrid process just as the Board of Directors. Out of the fifteen members of each committee, ten members will be directly elected by members and five members will be appointed by the Board of Directors. Appointments will ensure a diverse and inclusive board that includes perspectives, skills, library types, and backgrounds not represented by elected members. The process for appointing and identifying potential members will include working with the ALA Leadership Committee, ALA staff, and other entities of the organization that may wish to provide input. One of these appointments will be a Board member who also acts as the committee's liaison. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Nominating Committee members will serve one-year, once in a lifetime terms. Each committee will also have a committed ALA Staff Member to support their work.

The proposed ALA Standing Committees are:
1. Finance and Audit
2. Nominating
3. Leadership Development
4. Association Policy
5. Public Policy and Advocacy
6. Social Justice

Finance and Audit Committee
The Finance and Audit Committee's charge will include reviewing ALA's proposed budget within the context of the association's strategic plan and strategic priorities, reviewing the financial impact of actions taken by the Board of Directors, and making budget recommendations to the Board of Directors. This committee will also work with the endowment trustees, review financial projections, and perform other fiscal duties as necessary. This committee will be chaired by the ALA treasurer.

Nominating Committee
The Nominating Committee's charge will include nominating the election slate for ALA officers and committees, overseeing the petition process for those members who wish to run as petition candidates for a position, and nominating chairs for the six standing committees of the Board of Directors. Nominations for committee chairs will be given to the Board of Directors for appointment. The Nominating Committee might opt to form sub-committees to help oversee appointments to advisory groups or working groups or to manage the Volunteer Clearinghouse, a new entity described in further detail later in this report under "Additional Recommendations." The Nominating Committee will also identify and nominate members and conveners for advisory groups and working groups. These nominations will be given to the Board of Directors for appointment. The Nominating Committee will work closely with the Leadership Development Committee to identify candidates and will encourage a self-nomination process. This committee is intended to be highly inclusive and provide more members the opportunity to participate. The Nominating Committee will be chaired by the President-Elect.

Leadership Development Committee
The Leadership Development Committee's charge will be to identify, cultivate, develop, and grow potential member leaders within the association. This committee will focus on ensuring members from underrepresented backgrounds have opportunities to serve within the association and will have strong staff support to ensure continuity and priority. Leadership development programs such as Emerging Leaders and Spectrum Scholars would work closely with this committee. The Leadership Development Committee would also work closely with the Nominating Committee to identify potential candidates. These two committees would also work together to identify potential candidates and member leaders who may need more support and guidance in running successfully for office, chairing a committee, or serving the association in another capacity, and to identify resources and support for these members. The Leadership Development Committee will also recommend and solicit names to and from the Volunteer Clearinghouse. The Leadership and Development Committee will be chaired by the past president.

Association Policy Committee
The Association Policy Committee's charge will focus on issues and topics of internal association governance and policy as related to the work of ALA. This committee will work closely with all facets of the Association to regularly review and ensure best practices and policies that create an equitable, diverse, and inclusive association. This committee will also be charged with identifying and recommending members for honorary membership in the association. The Association Policy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Public Policy and Advocacy Committee
The Public Policy and Advocacy Committee's charge will include focusing on issues and topics of importance to libraries, especially in the areas of public policy and advocacy. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory committees, working groups, and communities of practice. The Public Policy and Advocacy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Social Justice Committee
The Social Justice Committee's charge will focus on issues and topics of importance to libraries and the association in the context of social justice and equity, diversity, and inclusion. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory groups, working groups, and communities of practice. The Social Justice Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Leadership Assemblies

Future leadership assemblies:	Current leadership assemblies:
1. Chapter Leadership Assembly (50-80 members) 2. Round Table Leadership Assembly (21 members) 3. Division Leadership Assembly (9 members) 4. Affiliates Leadership Assembly (30 members)	There is currently no direct correlation for the proposed leadership assemblies, but they seek to be direct, open lines of influence to the Board of Directors. Leadership assemblies maintain the functions and strengths of several existing groups such as ALA Council, the Chapter Leaders Forum and the Round Table Coordinating Assembly.

Four leadership assemblies with representation from four areas of the association will be convened both in-person and virtually multiples times throughout the year. Leadership assemblies have a hand in ALA's governance and are direct, open lines of influence to the Board of Directors. Members of the leadership assemblies will share information, influence priority setting, and make recommendations to the Board of Directors. Recommendations may include the creation and appointment of working groups or advisory groups or focus on a strategic area. Convenings of the leadership assemblies will be open to all interested ALA members, and agendas will be set and determined by core members.

The four leadership assemblies and their members are identified below. Member numbers are determined as of October 2019 except for the divisions which assumes a successful merger of LLAMA, LITA, and ALCTS into CORE: Leadership, Infrastructure, Futures.

1. *Chapter Leadership Assembly:* Approximately 80 members. All ALA chapters (including of regional chapters), AASL affiliates, and ACRL chapters would have a representative.
2. *Round Table Leadership Assembly:* All 21 round tables would have a representative.
3. *Division Leadership Assembly:* All 9 divisions would have a representative.
4. *Affiliates:* Up to 30 representatives, including all ALA affiliates.

Each leadership assembly will be led by two co-conveners with staggered year terms. These co-conveners are selected by their members and formally appointed by the Board of Directors upon receipt of the recommended appointments. Members will determine the process of appointment or election of the conveners. This may include an election, rotating appointment, or another mechanism. The process for appointment recommendations are intentionally left up to members of the leadership assemblies because each one functions uniquely and their needs and relationships with each other vary. In-person participation would not be required for meetings convened at conferences and members would be able to designate who their representative is for each meeting. Members may select one or a few individuals to

represent their interests. Each leadership assembly will have a liaison from the Board of Directors and ALA staff.

The functions of these leadership assemblies build upon the strengths of current groups like ALA Council, the Chapter Leaders Forum, and the Round Table Coordinating Assembly by maintaining a place for discussion and influence, by opening membership to wider representation, and by creating a direct path to recommending change. The groups of each assembly, while directly participating in ALA's governance, also can facilitate information sharing, partnership building, and networking between each other, and, ultimately, between the assemblies themselves. The open nature of these assemblies to be shaped by the groups represented allows for the unique cultures of each to set the agenda and topics for discussion while coming together to strengthen the association.

Member Engagement Opportunities

Future Member Engagement Opportunities:	Current Member Engagement Opportunities:
● Communities of Interest ● Working Groups ● Advisory Groups ● Standing Committees of the Board of Directors ● Endowment Trustees ● Committee on Accreditation* *Name to be changed to reflect unique role within the association upon findings of working group	● Standing Committees of the Association ● Standing Committees of Council ● Task Forces and Working Groups appointed for special projects ● Endowment Trustees

The results of the surveys and member input indicated changes in members' vision of ideal participation in the association. Members no longer want long-term appointments with no potential end results. Members want to engage in the association for shorter amounts of time doing work that they are passionate about, they have expertise in, and that influences the association. The member engagement opportunities below are intended to provide a variety of options for members to meaningfully engage with the association, helping them to see value in the work of the association and, ultimately, their membership. In addition to engagement through the Board of Directors, standing committees, membership meetings, and leadership assemblies, communities of interest, working groups, and advisory groups are proposed to give a wide range of engagement opportunities.

Communities of Interest
Communities of interest are ALA Connect communities where members can create conversations around newer areas of interest within the profession and the association. Communities of interest may develop enough conversation to identify a need for the creation of an advisory group or may identify necessary actions to create a working group. These communities will be monitored by the Board of Directors to identify emerging issues, trends, and experts. An ALA staff member will be identified to help members create communities of interest in ALA Connect and troubleshoot technical issues. If a community of interest goes inactive for two years, their discussions and documentation will be archived in ALA Connect. Some examples of what a community of interest might focus on include virtual reality or STEM.

Working Groups
Working groups are intended to be time-bound, project-based groups whose work results in an end

product such as a toolkit, report on best practices, or an update to ALA materials. Examples of working groups include: the Monetary Library Fines Working Group, the Awards and Scholarships Review Working Group, and the Library Bill of Rights Working Group.

The size of working groups will vary with the task and the actions required. Each working group will have a minimum of five members with a recommended total membership of no more than fifteen members and a convener. Appointments will be made by the Board of Directors in collaboration with the Nominating Committee, the Leadership Development Committee, and the group who recommended the working group if applicable. These appointments will seek members with the appropriate skills and background for the work at hand with room for mentoring and growth of newer members. Appointments will be short-term: initially one year or less with the potential for extension if the work requires.

Advisory Groups
Advisory groups will advise the ALA Board of Directors and relevant standing committees on important, timely issues by monitoring the profession and the association. They will be encouraged to propose working groups to the ALA Board of Directors to complete tasks or projects in relationship to the issues they are advising on and monitoring. The number of advisory groups will be flexible and change over time based upon the needs of the profession and the association. This process may look like the following example:
1. The Intellectual Freedom Advisory Group works with the Office for Intellectual Freedom to track a new issue, determine its scope, and gather some details.
2. It is determined that a series of recommendations may need to be made to influence policy and advocacy around a particular area. The Intellectual Freedom Advisory Group then recommends to the Board of Directors the appointment of a working group and the Board of Directors works with the advisory group and the Leadership Development Committee to determine appointments.
3. The working group them becomes accountable to the Board of Directors, who relies upon the Intellectual Freedom Advisory Group for their expertise and skills in determining the course of action regarding the results of the working group.

Examples of possible topics for advisory groups include intellectual freedom, sustainability at conferences, and professional ethics.

Advisory groups comprise of a chair, chair-elect, and past chair with a three-year commitment, one year in each role, to promote institutional knowledge and appropriate preparation for the role of chair. Members of the advisory groups will be nominated by the Nominating Committee and appointed by the Board of Directors for two-year terms. Advisory group members can serve up to two consecutive two-year terms.

Once *Forward Together* is approved by ALA members, a reconstitution phase is proposed to get to the new member engagement structure: All ALA and Council committees will have one year to reconstitute as an advisory group, working group, round table, or community of interest. The reconstitution proposals will be submitted to the Board of Directors and require a rationale and proposed outcomes. Existing committees will be encouraged to review their work as it relates to the work of other existing committees and propose merging or rearticulating their goals and purpose where needed. Committees that do not submit a reconstitution proposal during that time will be sunsetted at the end of the reconstitution period.

Additional Engagement Opportunities
The current ALA Committee on Accreditation plays a unique role within the association and structurally does not fit into the proposed member engagement opportunities in *Forward Together*. Taking into

account the unique role and a possible need for restructuring the work of the committee, the Committee on Accreditation will request the establishment of a Committee on Accreditation Working Group by the Executive Board at its Fall 2019 meeting to address issues raised by the committee. This working group will bring an interim report to the Spring 2020 meeting of the Executive Board and the results may be included in the final *Forward Together* recommendations at the 2020 ALA Annual Conference. SCOE recommends that the Committee also change its name to reflect its unique role and scope of work.

The current Endowment Trustees structure and function does not have any recommended changes.

Divisions of the American Library Association

ALA Divisions provide a focal point for the important and unique issues facing different types of libraries and library work in addition to helping members find a natural home in the Association based on the uniqueness of their work place or work type and their expertise.

With this in mind, and considering the unique expertise that each division holds, *Forward Together* encourages the divisions to work together to increase their strengths and lean on each other for support in areas of need. Divisions will have a direct line of communication and influence with the Board of Directors through the Division Leadership Assembly, which will foster communication and collaboration between the divisions and other facets of the association. It is also important to note that because division members are also association members, individuals elected or appointed to: the Board of Directors, standing committees, advisory groups, working groups, or communities of interest, will provide not only their individual perspective, but also their important perspective from membership in a division. It is through this lens that the recommendations for ALA's divisions are the following:

- A regular review of each division in consultation with the ALA executive director. Potential mergers within the divisions may occur, including one merger already underway between LLAMA, ALCTS, and LITA to create one new proposed division, CORE: Leadership, Infrastructure, Futures.
- A review of the "Operating Agreement" in relationship to the *Forward Together* recommendations. This review may include but is not limited to a review of bylaws, dues, and dues structures. Within this larger umbrella of the Operating Agreement are several recommendations:
  - Replace individual division bylaws with a shared policies and procedures document. This will help define the relationship and fiscal responsibility of divisions, helping members understand the symbiotic relationship between divisions and the rest of ALA.
  - With assistance from the Membership Office and the Membership Committee, align dues and dues structures across the divisions. This makes the process easier for members to join divisions and helps members understand how dues are spent. It is recommended to explore the rate of $70 for each division from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.
  - Schedule a regular review of the Operating Agreement.
  - A process and timeline for the above recommendations is to be determined in consultation with the divisions and the executive director.
- Align member engagement structures in the divisions and throughout ALA. Divisions may have, but are not required to have: advisory groups, working groups, and communities of interest. Sections can continue to exist in their current form, but it is strongly recommended that each Section

consider whether they should instead be reconstituted as an advisory group, working group, or community of interest. Section elections will be administered through an online platform following best practices developed by ALA staff.

- Empower ALA staff to investigate and recommend best practices for efficient elections for divisions for positions such as division president.
- Charge divisions to develop an action plan to implement *Forward Together* recommendations within two years of the approval by members.

Round Tables of the American Library Association

As issue-based and identity-based groups, round tables have provided an important home for members that crosses the many intersections of their lives. The twenty-one round tables are often the home for newer and emerging issues within the association, raising important and unique concerns and focus on different types of library work, experiences of library workers, and experiences of library users. Over the last several years, round tables have experienced increased membership growth and the creation of new round tables, indicating an importance to the association and value to members.

Round tables will be encouraged to recommend advisory groups and working groups to the Board of Directors to help accomplish their work and bring action and influence around important issues. They will have a direct line of communication and influence with the Board of Directors through the Round Table Leadership Assembly and will be looked to for their expertise and advice around issues important to them. An important note of the Round Table Leadership Assembly is the inclusion of all round tables, regardless of membership size, to have full participation in the assembly.

Efficiency recommendations are provided below to help the round tables focus on the important work of their members. By freeing up ALA staff time from administrative work, staff can help members accomplish their goals for the round table and focus more attention on mission-based tasks. The Round Table Effectiveness Committee, a collaborative effort of several round tables, will begin work in November to determine best and efficient practices for round tables.

These recommendations, some of which are already being discussed by the Round Table Effectiveness Committee identified above include the following:
- Post all future documents in ALA Connect to help share institutional knowledge and give member access to as much information as possible. In addition to improving efficiency, this will help members identify what a round table is about and what they do, making it clear how a new member can participate.
- Administer all necessary elections through ALA Connect.
- Replace individual round table bylaws and create a shared policies and procedures document. This will help identify the relationship and fiscal responsibility of round tables with members and leaders, helping them understand the symbiotic relationship between round tables and all of ALA.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA so that discounted rate opportunities for special categories are consistent across the association. It is recommended to explore the rate of $20 for each round table from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.

- Increase the minimum number of dues-paying members needed to create a round table to one percent of ALA's membership unless identified as a strategic priority by the Board of Directors. Membership numbers will be revisited and averaged over a period of three years. Current round tables will be able to remain intact for the first three years to provide them the opportunity to grow their membership. This will provide round tables with more fiscal stability and the resources to accomplish their mission-driven goals.

Additional Recommendations
The charge of SCOE was to focus on large, structural change of the association. While the primary focus of this report is on organizational effectiveness and governance there are a few recommendations that have no large structural home:

- ALA's governance structure and organizational effectiveness should be subject to regular, institutionalized review to make incremental change rather than rely upon a large reorganization as is recommended in *Forward Together*.
- A robust virtual member orientation should be established and conducted by the Membership Office and Membership Committee to welcome new members into the whole organization, explain engagement opportunities, and provide a refresher for current members.
- A clearinghouse of volunteers should be created. Volunteer forms should be accepted on an ongoing basis and solicited when new advisory groups and working groups are formed. The form should identify volunteer interests, skills, expertise, and passions and would be used by all facets of the organization to determine potential volunteers.
- Upon acceptance and approval of *Forward Together* by ALA members, an Implementation Working Group should be established and appointed to identify timelines and tasks necessary to complete the work of the recommendations. Timelines provided in the recommendations of this report are subject to modification by the Implementation Working Group. The Committee anticipates implementation will take several years.

Member Process: How It All Works Together

Forward Together envisions a cohesive structure which allows many different opportunities for members to participate, engage, and bring forth issues for prioritization by the association. The following examples of the current process for members and the future process for members demonstrate the nimble, responsive nature of *Forward Together*.

Getting Involved as a New Member
Feedback and survey data indicate that many ALA members feel disengaged from the association, in part due to the complexity of ALA's structure. According to the Avenue M membership study, most ALA members are members for three years or less. With this in mind, today, the process for getting involved as a new member might look something like this:

- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional/interest goals
- New member may (or may not) receive a welcome email from each group with varying degrees of information about the group and how to get involved
- New member feels overwhelmed by options to participate and different modes of operation. New member never moves past paying membership dues, and never finds the wealth of value or resources in the association

- OR, member fills out a volunteer form and is placed on a committee that has no clear goals or projects and loses interest in participation; sometimes never hears a response
- OR, member has no institutional support and cannot attend conferences or committee meetings, losing out on member engagement opportunities.
- OR, member has an idea for improving the association but has no clear sense for how to communicate it, preventing the association from benefiting from our newest members' innovative ideas.

Imagine the process in *Forward Together*:
- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional goals
- New member receives a welcome email outlining groups joined and listservs added to, with an invitation to a virtual orientation to learn more about getting involved in ALA as well as to fill out a volunteer form if they are ready
- New member attends the orientation and is invited to participate in areas of interest and projects of interest based upon their volunteer form indications, leading to a fulfilling and engaging experience.
- Participation is offered through a variety of in-person and online channels to expand participation beyond those who can afford the expense of conference participation.

The Passionate Member Experience
The Avenue M membership survey reported that, while most members of ALA were "satisfied" with their membership, the members who were "Very Satisfied" were those who were long-term, engaged, and passionate ALA members. "Very Satisfied" is the type of member *Forward Together* seeks the majority of ALA members to be. With this in mind, today, the process for engaging the passionate member might look something like:
- Member leader identifies member who attends ALA conferences and attends division or round table meetings they also attend
- Member is encouraged to get more involved by joining a committee or running for a round table or division role.
- OR member is encouraged to run for ALA Council. If the member is successful, they become part of an approximately 190-person policy-making body that requires formal processes that are highly formal and challenging to learn. Most new Council members limit their participation during their three years to voting on resolutions crafted by a handful of seasoned peers.

These options assume that the member has the resources and support to attend face-to-face meetings for several consecutive years and is satisfied with a low level of participation (meeting twice a year) extended over a long period of time (one to three years). A member with a specific passion or goal must "work their way up," regardless of their expertise or the timeliness of their issue. Members with finite resources for travel have to be willing to dedicate those resources to ALA participation. As a result, the vast majority of ALA members do not participate or engage in the work of the association.

Imagine the process in Forward Together:
- A member joins ALA and upon receiving their welcome email, decides to attend a virtual assembly or division or round table meeting. There are enough meetings year-round that the member can

"jump on board" at any point, at no additional cost, rather than waiting to attend a face-to-face meeting
- The member hears a conversation specific to their identity, affinity, or professional interest. The meeting is small and focused enough that the member can envision themselves participating
- The member volunteers for an opportunity or proposes an issue to pursue

Raising Issues for Discussion or Action
Oftentimes, issues come up in libraries across the nation that have not been identified by the association for discussion or action. Members who are working on the frontlines may begin conversations with one another about the need for attention to an issue by the association to help provide guidance, resources, or awareness. Round tables are often the home of such scenarios. Today, the process for raising an issue through a round table might look like:
- A member has an issue they bring to the leadership of a round table.
- That issue may be reviewed by round table leadership to frame into a resolution.
- The round table's councilor (if they have their own) takes that resolution to ALA Council.
- Depending on the required action, if passed by Council, the Executive Director proceeds with the desired actions of Council and will provide a report to Councilors over the next 6 months.
- If the resolution is referred, a report could take up to six months to be developed and reported back to Council to determine a vote.
- If the resolution is passed and requires a policy change, Council will have to vote on the resolution again in six months at the next meeting before the resolution can take effect.
- It may take at least a year or more for the process to complete depending on the actions required in the resolution.

Imagine the process in *Forward Together*:
- A member has an issue that they bring to the Round Table Leadership Assembly at the next convening, held multiple times a year. All round table leaders provide input. Round table members are informed and provide input to strengthen the information around the issue.
- The Round Table Leadership Assembly brings the issue to the Public Policy & Advocacy Committee who adds input and helps to identify the scope, impact, and resources necessary to take action on that idea if the round table has not already done so. The Committee could reach out to the general membership and/or specific stakeholder groups including division, chapter, and affiliate leaders through the Leadership Assembly communications tools (more on leadership assemblies in the above section).
- The issue (with a report from the Public Policy & Advocacy Committee) then goes to the Board of Directors for adoption as policy or action.
- The whole process could take a few months, perhaps even weeks.

Moving Legislative and Public Policy Advocacy
In the Avenue M report, members indicated they expect and find value in ALA as the voice for libraries in federal public policy, library funding, and the regulatory framework related to library values and services. Today, the process for legislation and public policy advocacy is often *reactive* to external threats to library-supportive policies and funding. A reaction today might look like:
- Any of ALA's number of legislative and advocacy focused committees may *respond* to library-related legislation driven by external forces with or without consulting with one another

- OR at one of its two meetings a year, ALA Council may pass a resolution against the threatening legislation and public policy. If the resolution is referred to a committee for review, it may take up to a year for the resolution to pass and for action to be taken.

ALA and its member groups are effective at mobilizing members to respond when libraries are threatened, yet struggle to unite members in a timely manner around shared public policy goals that would advance or sustain libraries for the future. This is in part to difficulty in identifying potential risks as well as a lack of process for public policy proposals to be proposed and vetted by members. When proactive proposals are sought by ALA members, policies tend to focus on a narrow objective that may be advanced at the expense of ALA's strategic directions or long-term policy goals.

Imagine legislative and public policy advocacy in *Forward Together*:
- ALA will advance public policies that support funding, legislation and a regulatory framework for thriving libraries and into the future
- Library-specific public policy ideas may be initiated through members, leadership assemblies, or Board-appointed working groups.
- The Public Policy and Advocacy Committee will develop and recommend to the Board a proactive policy agenda that is aligned with ALA's mission, core values and strategic directions. The Committee will assess progress in proactive and reactive policy advocacy.
- ALA will mobilize members and supporters in advocacy strategies that maximize local, state, and federal relationships with policymakers and influencers, as well as the expertise of policy professionals.
- In addition to ALA's grassroots and grasstop networks, ALA will deploy technology-based advocacy and communications tools so that an increased number of members and supporters are informed of library-related policy issues and will take action for the benefit of libraries and the communities served by libraries.
- Members will be encouraged to strengthen their relationships as advocates with their elected officials.

Influencing ALA Policy
Today, the process for influencing ALA Policy might look something like:
- A member wants to suggest an edit to the ALA Code of Conduct to be more reflective of ALA values.
- The member notices there is no information in the Code of Conduct as to who maintains and updates it.
- The member may try to contact a number of different groups to share their idea with varying degrees of success and contact. There is no clear path towards proposing this change.

Imagine the process in *Forward Together*:
- A member may propose their suggested edit through any of the leadership assemblies, committee membership meetings, or member engagement opportunities.
- Each of these assemblies, membership meetings, and member engagement opportunities will have a Board of Directors liaison and an ALA staff member who will hear the suggestion and direct it to the appropriate body for review.

- The member has now provided the association with their idea, feels heard, and receives a follow-up to their request from the group that helped initiate their proposal.

These simplistic examples are just a few ways Forward Together can help to increase membership participation, influence, and engagement. The ultimate goal of these recommendations is to ensure members have a clear path to help move the association forward and *Forward Together* creates multiple clear paths to accomplish member and association goals together.

Next Steps

After discussion with the ALA Executive Board at the Fall Meeting, SCOE recommends a legal analysis to be conducted by the 2020 ALA Midwinter Meeting and a Constitution and Bylaws Committee analysis and a Committee on Organization analysis of *Forward Together* to be presented at the 2020 ALA Annual Conference. Initially, SCOE recommended conducting a more robust fiscal analysis and identifying a *Forward Together* Implementation Working Group prior to the 2020 ALA Midwinter Meeting. SCOE now recommends first conducting a legal analysis, Bylaws Committee analysis, and a Committee on Organization analysis so that we can gain a more complete understanding of the implementation needs before proceeding with the fiscal analysis and Implementation Working Group. A full timeline of SCOE events past and present and an explanation of changes to the timeline can be found in appendix B.

Conclusion

To become the leading library association that members demand, the necessary changes within ALA requires its members to be bold. The work of many similar groups that have come before the Steering Committee on Organizational Effectiveness have resulted in small tweaks to our association and its governance, but there has not been the same momentum or the same urgency felt now by members and member leaders. As society and technology moves forward, ALA has not changed its practice and member engagement models. That inaction has led us and our members to hunger for innovation and forward thinking. The recommendations included in *Forward Together,* informed and created by ALA members, are intended to do just what the title states; move the world's oldest and largest library association forward together, as a whole, with established members and new members to advocate and "provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

These recommendations are intended to be taken as a package, for it is only when we look at all facets of our organization that we can make true, lasting change.

Appendix A: Fiscal Analysis

The report of the Fiscal Analysis Working Group was completed and given to SCOE on September 16, 2019. The report is presented as it was prepared for SCOE members at the time.

<div align="center">REPORT OF SCOE FISCAL ANALYSIS WORKING GROUP</div>

The Steering Committee on Organizational Effectiveness (SCOE) Fiscal Analysis Working Group is comprised of Susan Hildreth, Chair and immediate past Treasurer, Andrew Pace and Alexia Hudson-Ward, SCOE members, John Lehner, Budget Analysis and Review Committee (BARC) liaison and Clara Bohrer, engaged ALA member with in-depth knowledge of ALA finances. ALA staff working with the group are Mary Ghikas, Executive Director, Mark Leon, Chief Financial Officer, Melissa Walling, Membership Director and Raymond Garcia, Special Assistant to the Executive Director.

The group met virtually in August and September. Although the group had limited time to conduct any type of comprehensive analysis, we wanted to identify key areas of potential fiscal impact that could result from SCOE recommendations. We recommend that a more detailed analysis be conducted after SCOE has made its final recommendations to the Executive Board in October 2019.

It must be noted that there are several other ALA change streams which could impact the SCOE recommendations on changes to its governance structure. Because SCOE recommendations may impact membership models and ALA is reviewing membership models on a parallel path with SCOE efforts, the working group focused primarily on potential fiscal impacts of SCOE considerations for Division and Round Table dues.

Membership Models/Division and Round Table Uniform Dues Analysis

ALA, supported by research done by Avenue M, is considering a variety of membership models. Changes in the general membership model could impact SCOE recommendations as well as memberships in ALA divisions and round tables. It is likely that new membership models will be less complex than the current structure. The current strategic investment in ALA Information Technology (IT) infrastructure will be useful in supporting a responsive member database that can support the implementation of pricing model changes. Additional IT investments may be necessary depending on required functionality to support a new member database platform.

Current or potential members are often confused by the diverse dues structure for divisions and round tables. SCOE suggested that uniform dues for divisions and round tables be considered. This recommendation would not preclude divisions and round tables from having different categories of memberships, i.e. international, student, etc. The suggestion was that these categories have uniform dues amounts for each division or round table. ALA staff, led by Melissa Walling and Mark Leon, are testing models that show the financial impact of division dues at $60, $65 and $70 and round table dues at $10, $15 and $20 annually. This analysis is looking only at the regular member dues category for divisions and round tables.

In developing this model analysis, the working group had a detailed discussion regarding what divisions considered as basic services for their members and what was the cost of those services. Based on information from PLA and ACRL (provided by Clara Bohrer and John Lehner who have knowledge of PLA and ACRL finances, respectively), 1) basic services for each division vary significantly; 2) basic services are not covered by annual division regular member dues; 3) PLA and ACRL have resources to provide these services from other revenues but that is not the case for other divisions.

This analysis is rather complicated but provides ALA Membership, Finance and IT staff to have some "skin in the game" in analyzing potential restructuring impacts. The analysis is in process and staff hope to have initial information available for review at the September SCOE meeting.

SCOE Recommendations/Potential Fiscal Impact

Outlined below are specific SCOE recommendations which may have fiscal impact. Each area must receive further fiscal analysis. In all cases, effective provision of virtual platforms by ALA IT will be critical for the success of these new structures. The current strategic investment in IT will be useful in supporting engagement platforms. Additional IT investments may be necessary depending on required functionality to support the virtual engagement platforms. There may be additional training costs to ensure that members and staff are able to effectively use virtual tools and facilitate meetings and discussions in a virtual environment.

Area 1: Board of Directors: Increasing from 12 members to 17 members

- Elimination of ALA Council will result in an estimated cost savings of $800,000 annually. ALA Council costs at the Annual and Mid-Winter conferences are estimated at $400,000 each. ALA staff led by Mark Leon are preparing a detailed cross-functional analysis of Council costs that will be available later in September.
- The operational costs for an expanded executive board will increase and must be factored into fiscal impact.

Area 2: Redesigned Volunteer Work and Committees: Reducing 37 Standing and Council Committees to 3 Executive Board Committees, advisory committees, working groups, communities of practice and leadership assemblies

- Although the exact number of advisory groups has not been determined, these groups will function primarily in a virtual manner and may result in less staff time that could be redirected to other activities.
- As mentioned above, the impact on IT development and related costs needs to be examined to make sure that the provision of virtual platforms currently being developed will be sufficient.
- The extent of saving will not be known until it is determined during implementation discussions how the groups actually will engage in their work and interact with each other and staff.

Area 3: Divisions, Round Tables and Membership Initiative Groups: Make organizational structures consistent and uniform, consider potential merger of groups and focus on virtual operations

- Simplification of organizational structure, elections and other activities will result in less staff time and cost which could be redirected to more impactful activities.
- ALA's operating agreement with divisions and round tables should be reviewed and updated in light of new governance and membership models as well as standard 21st century professional organization and business practices that were not in place when the agreement was developed in 1982. A change in ALA's operating agreement may have fiscal impact.

New Winter Meeting

ALA is also revising the format and focus of its Mid-Winter meeting with a smaller footprint which will have impacts on revenue and expenses, staff time and member engagement and committee work.   It is anticipated that the new Mid-Winter format will result in less revenue and less expenses and provide more opportunities for regional engagement. The continuing education focus of Mid-Winter will require stable and intuitive virtual platforms for member engagement.   Although not directly related to SCOE fiscal analysis, these meeting changes will impact member engagement and staff workload.   Member engagement will become more virtual. Staff workload could be redirected to alternate activities when not preparing for and staffing a major conference.

Recommendations

The fiscal analysis of SCOE recommendations is impacted by other changes currently being considered by ALA. This is really complicated! Having said that, at this time, we do not see any significant issues that would constrain further development and consideration of SCOE recommendations.

The work of SCOE was undertaken to enhance member engagement, not to reduce operating costs. We think there may be increased costs in some areas that would be offset by reduced costs in other areas. With simplification of governance and membership organization, it is anticipated that staff time would be able to be redirected to enhanced member engagement.

ALA is making strategic and critical investments in its IT infrastructure and platforms. These timely and valuable investments are moving ALA forward to function more effectively in a connected world. It is anticipated that additional IT investments will be required to support a streamlined membership database and useful and intuitive virtual platforms for member engagement. Although we cannot specifically estimate the cost at this time, support for needed IT enhancements and for staff and member training to effectively use these platforms will be critical for the success of streamlined governance and organizational models.

Because of the limited time available to the working group and the preliminary nature of SCOE recommendations, we recommend a more detailed analysis be conducted when the Executive Board makes its final decision to move forward.   We also recommend that a larger body be appointed to undertake further analysis, including representation from a variety of ALA stakeholder groups.

We would like to thank all members and staff who participated in the working group.   We would especially like to thank Melissa Walling, ALA's new Membership Director, who provided useful expertise and knowledge on association membership trends and practices.

Appendix B: Steering Committee on Organizational Effectiveness Timeline

Appointment of SCOE by ALA President Jim Neal (New Orleans)	June 2018
Remodeling Summit (Chicago)	October 2018
Initial ideas presentations to members (Seattle)	January 2019
Virtual ideas presentation to members	February 2019
Executive Committee Meeting, meetings with ALA staff (Chicago)	March 23, 2019
4 virtual input sessions with specific member groups	April 2019
SCOE review and developing preliminary recommendations (Chicago)	May 7-8 2019
Meetings with ALA staff (Chicago)	May 20, 2019
Presentation of preliminary recommendations to members (Washington, DC)	June 2019
Virtual presentation of preliminary recommendations to members	July 8 & July 19, 2019
Meetings with ALA staff (Washington, DC)	July 15, 2019
Fiscal analysis by working group, integration of chapters and affiliates	July - September 2019
Development of recommendations (Chicago)*	September 2019
Presentation of recommendations to Executive Board*	October 2019
Legal Analysis	November - December 2019
Constitution & Bylaws Committee and Committee on Organizations Analyses*	November 2019 - April 2020
Introduction of new ALA executive director	January 2020
Presentation to Council at Midwinter Meeting (Philadelphia)	January 2020
Council vote 1 at Annual Conference (Chicago)	June 2020
Council vote 2 at Midwinter Meeting (Indianapolis) Note: Will occur only if Council accepts the Constitution & Bylaws and Policy changes in June 2020	January 2021
Begin Identifying potential Implementation Working Group to begin their work after the Spring 2021 membership ballot (assuming successful passage)	
Membership ballot vote Note: Will occur only if Council accepts the Constitution & Bylaws changes again	Spring 2021

in January 2021	
Implementation Working Group takes over Note: Will only occur upon successful passage of the Constitution & Bylaws changes in Spring 2021	June 2021
Larger in-depth fiscal analysis	TBD

*Explanation of changes to the Timeline since July 2019:

1. The word "final" was removed from the development of recommendations in the September 2019 development and the October 2019 presentation to the Executive Board to recognize that due to the iterative nature of SCOE's process, additional changes may be needed through the final presentation and vote with Council in June 2020.
2. The second fiscal analysis and the Constitution & Bylaws Analysis was originally slated for November - December 2019. Changes were made to these based upon the report of the first fiscal analysis subcommittee and the workload of the Constitution & Bylaws Committee and the Committee on Organization. The fiscal analysis working group recommended an expanded review of the financial impact of the recommendations after acceptance and approval of the recommendations. This is in part because ALA staff and members would be unable to complete this analysis without many implementation details.
3. Identification of the Implementation Team/Implementation Working Group, originally slated for November 2019 will be postponed until after the initial work of the Constitution & Bylaws Committee and the Committee on Organization to determine the exact needs of the Working Group.To begin the implementation process analysis and ensure member input, SCOE would like to draw upon the expertise of the Constitution & Bylaws Committee and the Committee on Organization to determine what implementation steps will be necessary. SCOE asks that this analysis be done by May 1, 2020 to allow for inclusion in the final materials and report that will be shared with Council for a vote.

Appendix C: 2017-2018 ALA CD#35.1 2018 ALA Annual Conference

This Council Document is presented in its original form with the exception of document appendices which have been removed for length. For the full appendix which includes list of chapters, organizational charts, and kitchen table talk discussions and additional resources please refer to the full council document.

American Library Association

Organizational Effectiveness Plan

2018 Annual Conference – New Orleans, LA

BACKGROUND:

Following the 2018 ALA Midwinter Meeting, the ALA Executive Board working group on governance and organizational effectiveness—Mary Ghikas, Andrew K. Pace, Lessa K. Pelayo-Lozada and Patricia Wong—transcribed and created a database of feedback from the discussions at ALA Council and at PBA, as well as other feedback received – over 300 documents. Wordles were also created to assist working group members in the analysis. The resulting files were reviewed by members of the working group.

On April 5, the working group met to discuss next steps and to review an initial draft of this document. Based on that discussion and review, at their spring meeting, the ALA Executive Board decided to retain outside consultants to advance this discussion. In addition, ALA President Jim Neal will appoint an ad hoc Steering Committee and Executive Oversight group. What follows is a summary of the Midwinter 2018 feedback, a draft timeline for next steps, a steering committee structure, and structure for facilitated discussions to take place at ALA Annual 2018 in New Orleans.

Attachments:
     (1)   APPENDIX 1: Council and PBA feedback on Organizational Effectiveness discussion (Wordles)
     (2)   APPENDIX 2: Concurrent Activities
     (3)   APPENDIX 3: 2017-2018 ALA CD#35, 2018 ALA Midwinter Meeting – American Library Association, Organizational Effectiveness Discussion

ALA Governance Review Process

The following outline attempts to look at the reorganization process from two perspectives: what we know and how we might move forward.

A series of appendices provide additional information, including: (1) Wordle images of what we know, (2) descriptions of related ongoing work that both the ALA Membership and Management will need to be aware of as this process proceeds, and (3) the 2018 Midwinter discussion document.

Purpose and Key Question:

The purposes of the Governance Review were laid out in the Midwinter 2018 document -- 2017-2018 CD#35. (See Appendix 3) CD#35 also positioned the ALA Mission as a central guide for this work, along with

a set of "guiding principles."

ALA Mission: *To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.*

To achieve this mission, ALA has defined four strategic directions:

- Advocacy
- Equity, Diversity and Inclusion
- Information Policy
- Professional and Leadership Development

As we think about how we organize to support this mission, these "guiding principles," articulated in the 2018 Midwinter Meeting discussion document, need to be kept in mind:

1. We will build upon ALA's strengths
2. We will focus on ALA's Strategic Directions—Advocacy; Information Policy; Professional & Leadership Development; Equity, Diversity, and Inclusion
3. We will enable open, flexible, and easy member engagement
4. We will simplify and streamline process
5. We will ensure a governance and coordinating structure that enables members and staff to be effective, engaging in meaningful and productive work
6. We will empower member engagement
7. We will adopt a new mindset
8. We will optimize use of ALA staff time
9. We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
10. We hope to be a model of innovation for professional associations

ALA is an association. As such, its primary asset for achieving its mission is its members, working with staff to achieve a shared mission and shared goals. The ALA membership includes over 58,000 individuals, organizations and corporations. Indirectly, through chapters and affiliates, which typically have overlapping memberships with ALA, the reach is significantly larger. Collectively, membership and those associated through chapter or affiliate membership represent librarians, a wide range of other individuals with many specializations who work in or for libraries, trustees, friends and advocates for libraries, corporate leaders invested in the library ecosystem, content creators, and others.

While the mission and membership focus remain, the question implicitly posed by the document developed for the 2018 Midwinter Meeting discussion was: "How can ALA best organize itself to fulfill its mission in the 21st century?"

What We Know Now: Midwinter 2018 feedback

Feedback from discussion with Council and other active members during the 2018 Midwinter Meeting, as well as some email feedback, largely confirmed the "findings" of the Kitchen Table Conversation. (see Appendix 3) But, as would be expected from a largely more active and ALA-experienced group, extended them in some respects. (see Appendix 1)

- ALA needs to be relevant to those with an MLS – and to those without an MLS who work in libraries, do work related to libraries; and, focus on or support libraries and their missions. There is also a desire for clearer, stronger focus on the needs and interests of library workers, which suggests that a comprehensive look at ALA may necessarily involve a close look at ALA-APA, and at potential funding mechanisms.
- Given the experience of many participants and the complexity of the organization, unsurprisingly one focus of attention was figuring out where to start. Which thread do you pull? Where are the innovative opportunities? Can we look at the question from an "issue perspective" not a "type of library perspective"?
- There was significant emphasis – echoed in internal (staff) discussions – about focus on advocacy, or perhaps on advocacy and education.
- There was strong focus on mindful, consistent relationship development – encompassing ALA Chapters and other state associations (e.g., AASL and ACRL-affiliated organizations, ALA Affiliates, and other organizations, both within ALA's unique areas of focus and broader areas representing member values).
- In both the discussions on advocacy and on relationships, there is interest in stronger collaboration between ALA and chapters/state associations and in being able to act locally.
- Feedback echoed the Midwinter document's focus on reduced complexity and reduced redundancy – but both complexity and redundancy are to some extent in the eye of the beholder. Comments included the need to "force prioritization," "focus on what matters," disband groups are "aren't effective," and shift to a more "as needed" structure, rather than so many standing bodies.
  - There is a perceived tension between resolving complexity/reducing or eliminating silos and the desire to find "my place," "my home." This tension will have to be addressed.
- Clarity in both structure and communications was a strong focus. Members want to "feel impassioned, invested, and relevant." As was clear in the Kitchen Table Conversation findings, they want "clear pathways to engagement." Other comments focused on member ROI; a collective and sustainable focus; a member-centric vs. member-led organization and enabling "complete and robust participation."
- There is recurring interest in investing in IT – including the technology for "virtual" or digital participation and learning.

Moving Forward: 18-month timeline

The question then is "what are the next steps?" While the Midwinter Meeting largely confirmed many aspects of the diagnosis, and suggested elements of a solution, the difficult work of negotiating a "solution" in a highly participative and complex organization, with interests that sometimes compete, remains to be done.

For that purpose, the Board wishes to retain a consultant. While consultants coming from the library arena, with ALA experience, will bring knowledge of ALA's culture(s), consultants coming from the association arena will bring knowledge of the wide array of models among associations – and their relative success in achieving specified aims. Management and the Board recommend a consultant from the Association or nonprofit environment, knowledgeable in the variations and purposes of association governance

structures. Given the demands of the process, consultation and member facilitation of the change management process itself may be highly desirable. Since consultation with a deep understanding of current ALA organization and governance is also desired, the Board is recommending a Steering Committee to work closely with the outside consultant to guide what is likely to be a complex process, extending over 12-18 months, followed by an implementation phase.

A working calendar is outlined below – primarily to show the feasibility of the time frame proposed. It is highly likely that the specific approaches and intermediate steps within the timeline will change as ALA begins working with specific consultants and establishes the steering committee.

(1)   Now – Through Annual Conference 2018

Conduct a series of facilitated focus groups or discussions built around some of the specific questions sitting behind many of the comments/concerns raised in both the Kitchen Table Conversations and at the 2018 Midwinter Meeting. These facilitated discussions will take place at ALA Annual and virtually. These may be structured around several "what if" scenarios, for instance:

● A shift from a structure largely based on standing committees to one largely based on as-needed groups, with a (small) core of "standing" committees.
● A shift from a "governance" model to an "engagement" model for many specialty groups, e.g. Round Tables. (see, for example, http://growglobally.org/?p=1394)
● A stronger ALA-Chapter/State Association structure.
● A different Board/Council composition/structure/relationship
● A potential change in or streamlining of the current ALA/Division relationship

(2)   Annual Conference 2018 to Fall 2018 Board meeting

Based on feedback to date, work with consultant(s) to create multiple versions of a "new" ALA.

(3)   2018 Board Meeting to Midwinter 2019

Review scenarios at Fall Board meeting. Adjust scenarios based on Board feedback. Distribute adjusted scenarios for member/potential member feedback. Prepare discussion documents for 2019 Midwinter Meeting discussion.

(4)   Midwinter 2019

Hold facilitated discussions (National Issues Forum-style discussions) at Midwinter 2019, aimed at identifying "common threads" in member response. The objective is to arrive at a "new ALA" model.

(5)   Midwinter 2019-Spring 2019 Board Meeting

Prepare draft "new ALA" scenario (single) and related discussion materials for discussion at Spring 2019 Board meeting.

(6)   2019 Spring Board Meeting – 2019 Annual Conference

Adjust scenario and related materials based on Board discussion. Distribute widely for consideration prior

to the 2019 Annual Conference.

    (7)   2019 Annual Conference

Hold series of facilitated discussions on proposed model. Continue to develop model, based on feedback.

    (8)   2019 Annual to 2020 Midwinter Meeting

Develop action document(s) for Council/membership. Develop potential implementation plan/schedule. Develop FAQ.

    (9)   2019 Annual to Spring Election

Share information widely. Schedule online discussion sessions. Develop spring ballot materials. Refine implementation plan based on feedback.

   Spring 2020 Election and forward.

Based on Spring 2020 election plan, begin implementation.

Guiding the Process

2017-2018 ALA President Jim Neal has committed to leading this process through to completion – at least completion of the design and initial decision process. Vice President / President-elect Loida Garcia-Febo has already indicated that President Neal will continue in an oversight/leadership role after his presidential term ends in 2018. The Executive Board has approved this structure to guide the process.

Executive Oversight Group: Jim Neal (2017-2018 ALA President; Past President, 2018-2019)
                                Mary Ghikas (ALA Executive Director)
                                TBD, Steering Committee Chair
                                Consultant (s)

Steering Committee: Executive Board (2) (including Chair)
                              Council (2)
                              Division Leadership (2)
                              Round Tables (1)
                              Chapters (2)
                              ALA Ethnic Affiliate (1)
                              Emerging professional (e.g. NMRT, Emerging Leader, Spectrum
                                     Scholar) (1)
                              At-large (1)
                              ALA Staff (1)

There should be significant attention to diversity of all types – including diversity in length of membership – in forming the steering committee.

This work is also taking place within the context of multiple "streams" of change (see Appendix 2). It will be important for the Board, Management and, to a lesser extent, the Steering Committee to remain aware of these additional change streams and to consider their potential impacts.

Appendix D: Avenue M Survey Results

The full Avenue M. - Final Survey Report is approximately 70 pages long and can be read at the link provided (https://bit.ly/31aTtWG). Below is a summary presented to the ALA Executive Board at their Fall 2018 meeting as EBD#12.12 ALA Survey Results: Avenue M Presentation

ALA Survey Results

October 2018

Project Overview: Membership Research

Research Goals

Better understand the interests, needs, motivations, habits and behaviors of current and former members and those who have never been members of ALA.
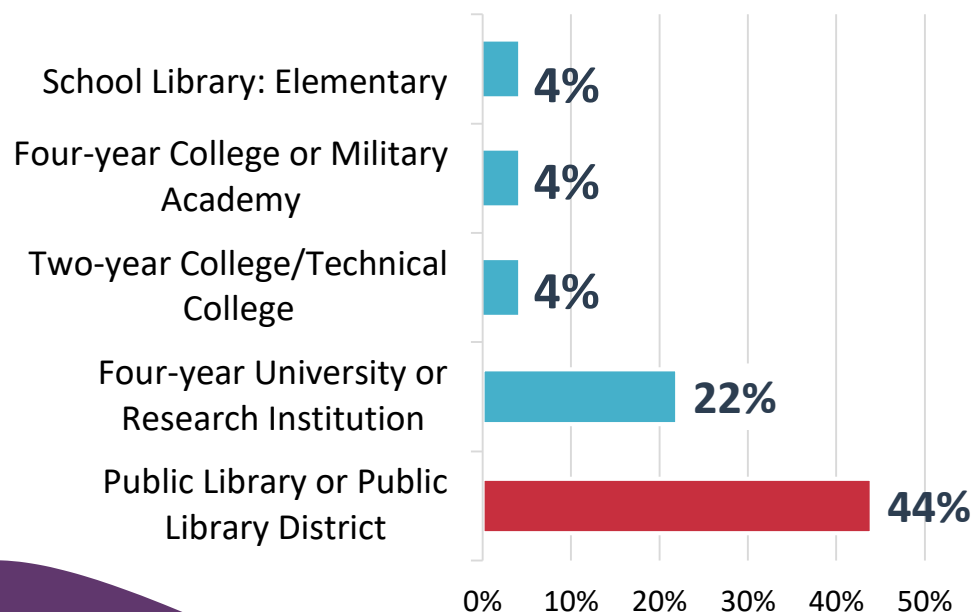
Electronic Survey: July 10 – July 27, 2018

- Survey delivered to 65,152 individual email addresses.
- 10,386 survey responses; overall response rate = 16%
- Margin of error of +/-1% at the 95% confidence level is well within the industry standard

Study Participants*

Years a Member	Respondents
1 year or less	21%
2– 3 years	**41%**
4 – 5 years	14%
6 – 10 years	10%
11 – 15 years	4%
16 – 20 years	2%
21 – 30 years	2%
31 or more years	1%

Years in Profession	Respondents
Less than 1 year	2%
1 – 5 years	**22%**
6 – 10 years	20%
11 – 15 years	16%
16 – 20 years	12%
21 – 30 years	15%
31 or more years	10%
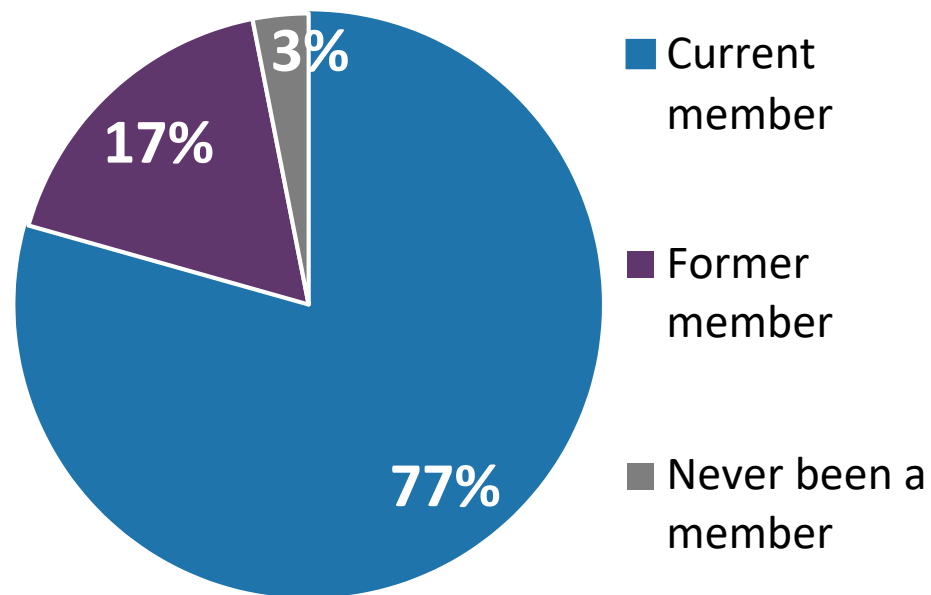
*Please note this is an overview of the demographics, and some figures have been rounded or excluded. Please refer to the Excel file for all data.

Key Findings

ALA members are drawn to membership because they see ALA as an advocate for the profession.

Drivers of Membership	Not a Driver	Low Driver	Medium Driver	High Driver
Believe in supporting my profession	3%	10%	34%	**54%**
Support advocacy for the profession	5%	14%	37%	**44%**
Support intellectual freedom	7%	17%	36%	**40%**
Learn new skills to become more proficient in my job	10%	15%	**38%**	37%
Keep up-to-date through ALA publications	8%	19%	**40%**	33%
Access to ALA Division	25%	22%	**27%**	26%
Employer pays my dues	**67%**	6%	10%	16%
Gain leadership experience through volunteer service	**34%**	30%	23%	13%
Receive member discounts for continuing education	**38%**	28%	23%	11%

Though roughly half of members are satisfied, few are extremely satisfied with their ALA membership.

Bar chart of member satisfaction:
- Extremely dissatisfied: 2%
- Dissatisfied: 7%
- Neutral: 34%
- Satisfied: 49%
- Extremely satisfied: 8%
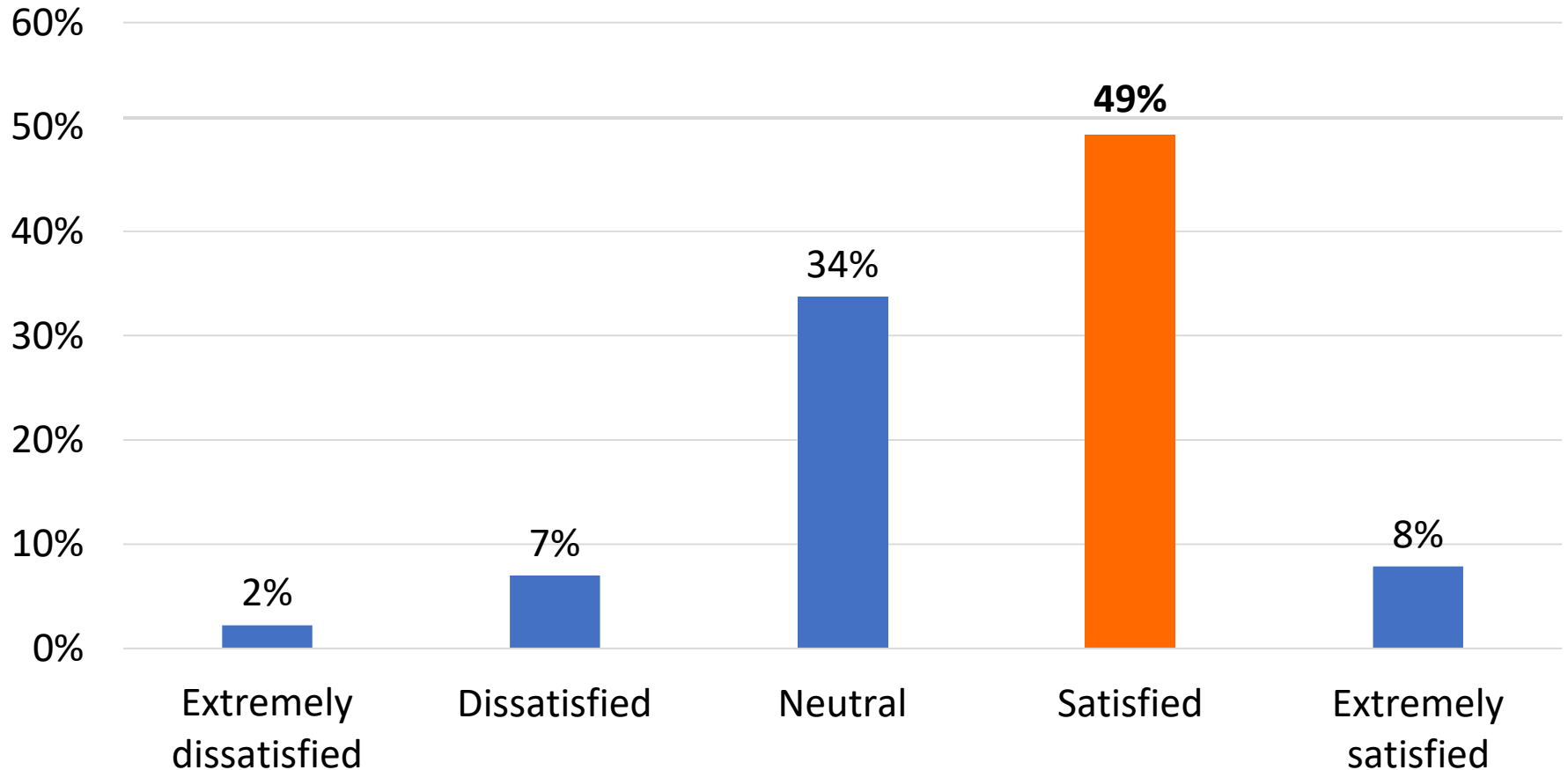
ALA Membership Satisfaction

- The proportion of ALA members who are extremely satisfied with membership is lower than the average of 25% observed in Avenue M's database*.

- Satisfaction is higher among members who have been in the profession longer (21+ years), and it is lower for those newer to the field.

*Avenue M's database includes professional membership associations from a range of industries.

Net Promoter Score

Number of Results per Total Score
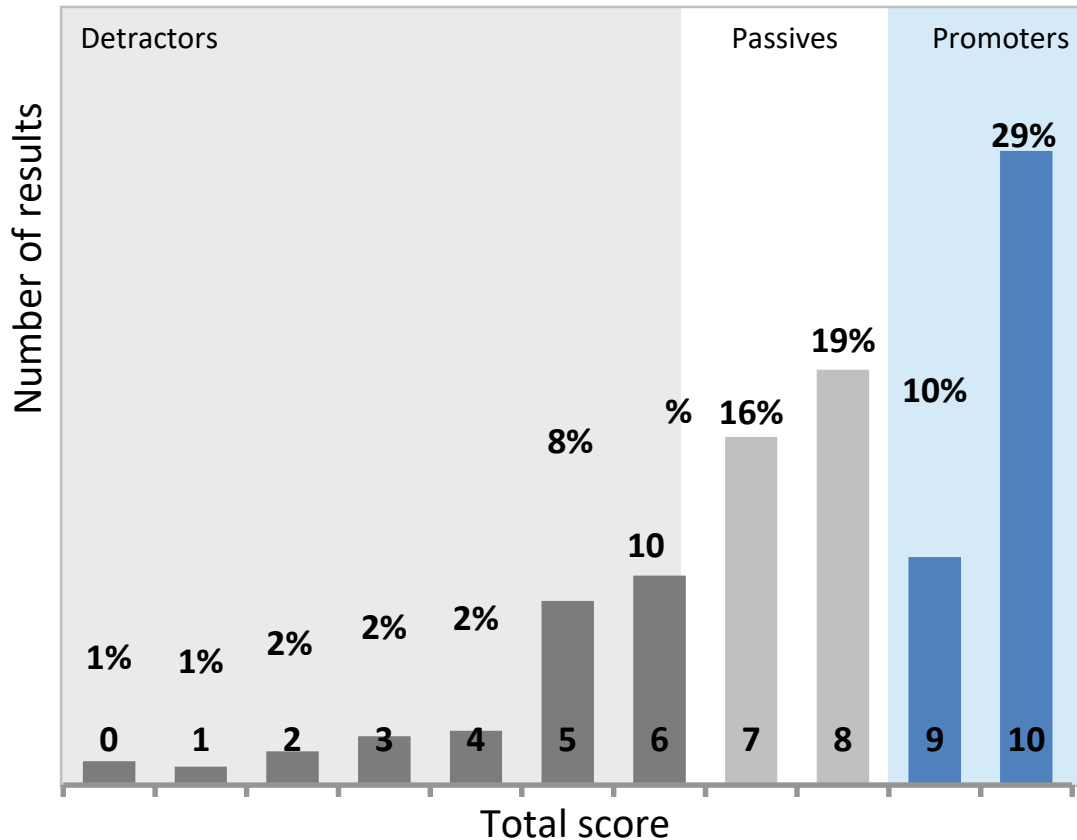
NPS (Net Promoter Score)

% Promoters - % Detractors =

+13

-100   +100
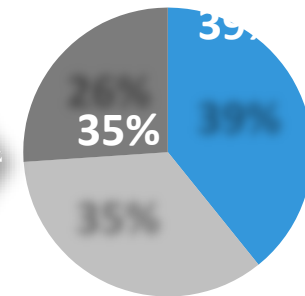
Member loyalty is low relative to other professional associations.

Net Promoter Score
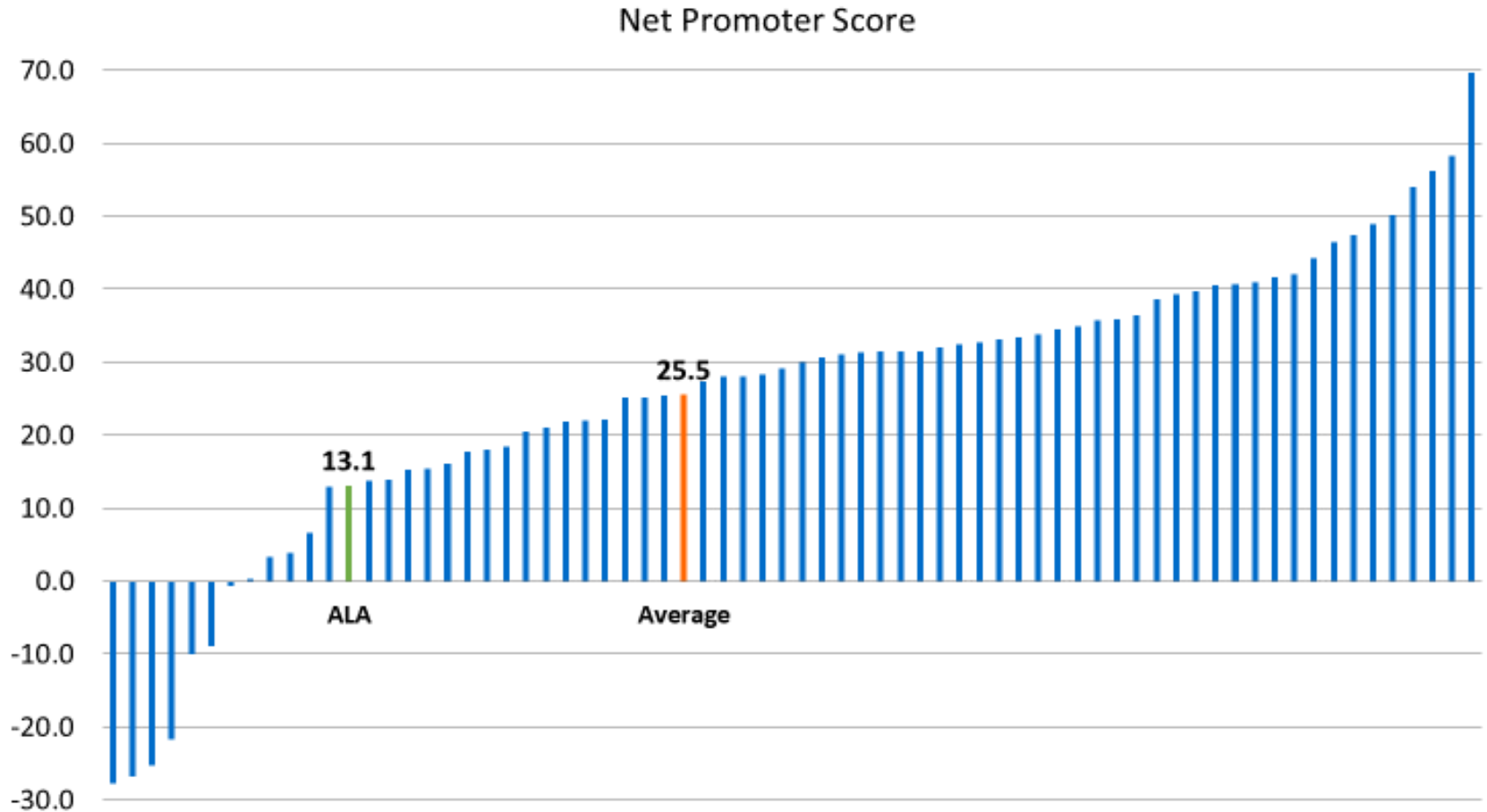
*This average is based on Avenue M's database, which includes professional membership associations from a range of industries.

Two-thirds of members pay their own ALA membership dues.

53% pay for dues associated with divisions and/or roundtables.

Though the value of membership is equal to the cost for about half of members, more than one-third of members are concerned with ALA's value proposition.
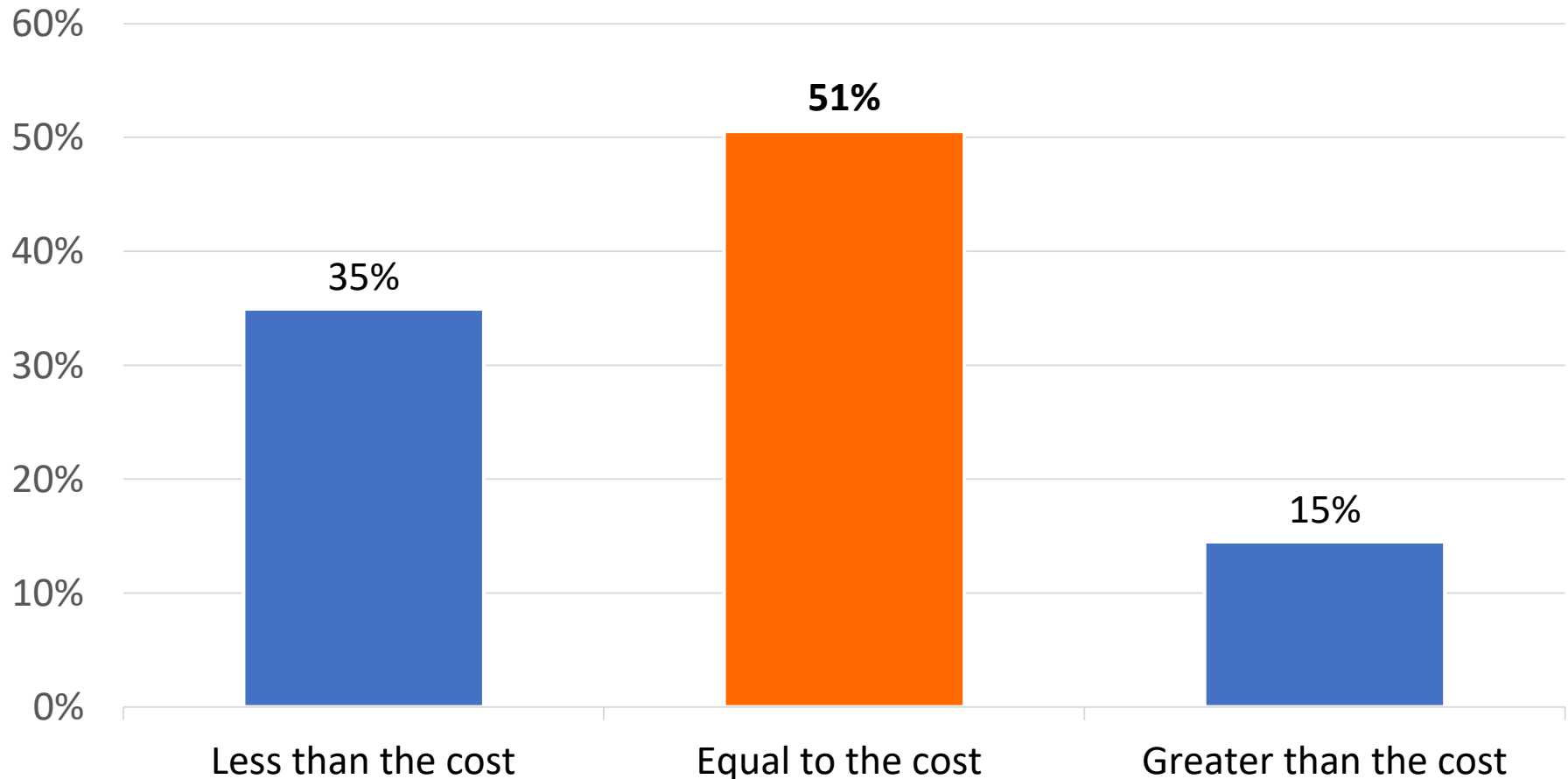
How to Increase the Value of Membership?

1 Free registration to a CE course/webinar with membership (52%)

2 More virtual conferences (24%)

3 Improve accessibility of resources on website (20%)

4 More opportunities to increase skillsets (20%)

5 Increase state/local advocacy (19%)

How to Increase the Value of Division Membership?

1 Free registration to a CE course/webinar with membership (44%)

2 More virtual conferences (22%)

3 Make it easier to find resources online (17%)

4 More opportunities to increase skillsets (16%)

5 Increase state/local advocacy (16%)

Members of ALA Divisions often derive more value from their Division membership than their National membership.

Value of National Verse Division Membership	Percent
I receive more value from my division membership(s)	**48%**
I receive equal value from my ALA membership and my division membership(s)	24%
I receive more value from my ALA membership	12%
I don't know	16%

ALA members believe that ALA National is most effective in advocating for the profession and helping them stay up-to-date.

Which branch of ALA is most effective?	ALA (National)	ALA Division(s)	ALA Regional/ State Chapters	ALA Round Table(s)	Non-ALA Association
Advocates effectively on behalf of my profession	**67%**	11%	13%	1%	7%
Helps me stay up-to-date on the latest information in myprofession	**52%**	28%	9%	2%	9%
Provides high quality, affordable education	**29%**	26%	18%	1%	26%
Facilitates networking or the exchange of information between peers	25%	26%	**27%**	5%	17%
Offers volunteer opportunities	17%	26%	**29%**	6%	22%

ALA's most widely utilized benefits:

- *American Libraries* Magazine (78%)
- ALA Annual Conference (58%)
- AL Direct (41%)
- ALA eLearning (41%)
- ALA Standards and Guidelines (40%)
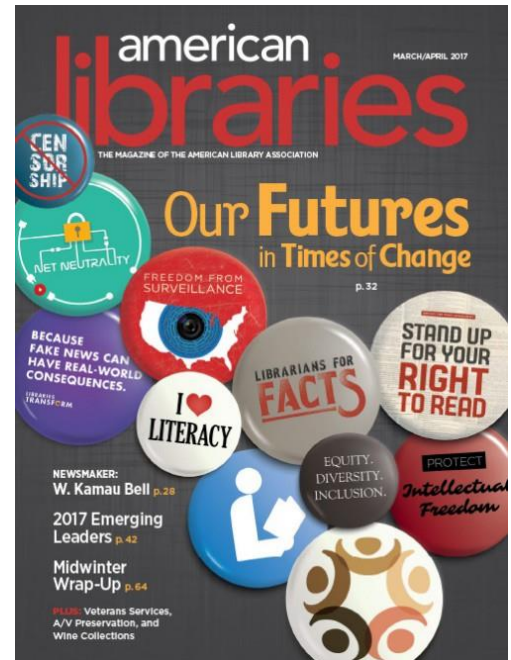
Satisfaction for ALA's core benefits is generally strong.

Benefit Usage and Satisfaction	Usage	Satisfaction (Satisfied + Extremely Satisfied)
American Libraries	78%	74%
ALA Annual Conference	58%	77%
AL Direct e-publication/newsletter	41%	75%
ALA eLearning (webinars, online courses)	41%	71%
ALA Standards and Guidelines	40%	79%
ALA Midwinter Meeting	33%	62%
ALA Connect	29%	46%
Division Conference/Symposium/Forum	29%	85%
Libraries Transform public awareness resources	23%	83%
ALA Library Resource Guides	21%	75%
Career Resources	21%	59%
I Love Libraries Website	20%	78%
ALA online discussion lists	19%	65%
Advocacy Resources	17%	81%

This table only displays a selection of benefits.

The ALA Midwinter meeting and Annual Conference have the strongest relative impact on overall membership satisfaction.

Satisfaction with Offerings & Impact on Overall ALA Satisfaction
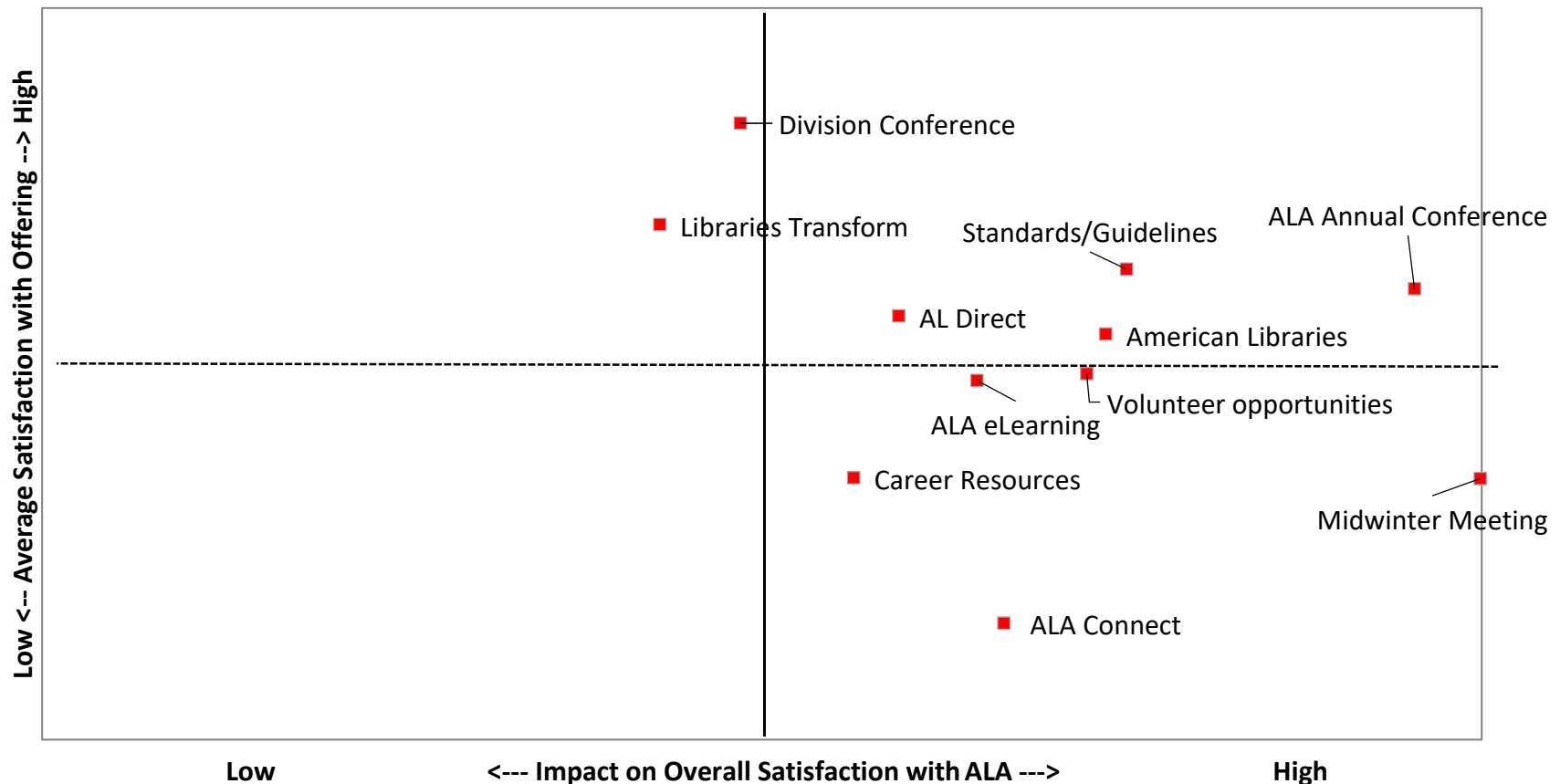
Connectedness to ALA

34% of members feel connected to ALA, 20% feel disconnected and 46% are neutral.

- Long-term members have a stronger sense of connectedness to ALA than their peers.

- Newer members (5 years or less) are more likely to feel disconnected.

Connectedness to ALA (continued)

Members indicated that the top ways they feel connected or would feel more connected to ALA are…

- Meeting other librarians and library workers (36%)

- Learning new things from ALA educational offerings (33%)

- Collaborating with peers (31%)

- Meeting colleagues/peers at events (31%)

ALA is described as informative and relevant but also expensive and bureaucratic.

Positive Attributes

Negative Attributes

Informative (60%)

Expensive (43%)

Relevant (33%)

Bureaucratic (34%)

ALA Brand

Authoritative (25%)

Exclusionary (13%)

Collaborative (25%)

Formal (12%)

Engaged (25%)

Self-Serving (11%)

Supportive (24%)

Disconnected (10%)

Non-Member Survey Respondents

The majority of former members did not make it past the three-year mark of membership (62%).

A misalignment between dues and value is the number one reason some library professionals are not members of ALA.

Just one in five non-members say they are likely (15%) or extremely likely (5%) to join ALA in the next year.

Keeping up-to-date is library professionals' number one challenge.

Professional Challenges	Percent
Keeping up-to-date with new trends and developments in the field	**41%**
Dealing with budget constraints	37%
Personal considerations (e.g., work/life balance, family commitments)	30%
Expanding my knowledge/level of expertise	29%
Finding a job or making a job change	23%

This table only displays a selection of challenges.

ALA effectively helps library professionals address some of the challenges they face.

How Well Do You Feel ALA Addresses Each of These Issues?	Bottom-two box (Not well + Not well at all)	Top-two box (Well + Very Well)	Unsure
Keeping up-to-date with new trends and developments in the field	4%	**72%**	6%
Expanding my knowledge/level of expertise	10%	**51%**	12%
Expanding my network/connections with other library professionals	17%	**40%**	12%
Finding a job or making a job change	**30%**	20%	19%
Dealing with budget constraints	**32%**	17%	22%
Personal considerations	**40%**	6%	35%

This table only displays a selection of issues/challenges.

ALA American Library Association

AVENUE M GROUP

Next Steps - Recommendations

- Develop a wide range of volunteer opportunities and emphasize the benefits of these opportunities on the volunteer and on the profession.

- Diversify communications to members and prospects about the opportunities at ALA.

- Demonstrate the value of paid ALA resources over free alternatives.

- Increase awareness of ALA's advocacy-related successes. Make it easier for members to become involved in advocacy issues.

- Guide members to ALA's educational and professional development offerings that best fit their career stage, topical interests and formatting preferences.

- Use this research to further evaluate ALA's portfolio of programs, products and services. Guide members to the offerings that best address their needs.

- Highlight how ALA membership can save members time and money in the short- and long-term.

Sheri Jacobs, FASAE, CAE, President & CEO

Trevor Schlusemann, CIPP/E, Vice President, Market Research and Analytics

Nick Fernandes, Senior Director, Marketing Research

Matt Cavers, Senior Market Research Analyst

Emily Thomas, Market Research Analyst

Greer Faber, Marketing Assistant

Prepared by Avenue M Group

ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
Academic Librarians Standards and Guidelines Review Task Force	**Charge:** 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 from the charge of the original Task Force, is established to: 1. Review the work and recommendations of the previous Task Force 2. Recommend changes in text or direction in the work of the previous Task Force as needed, focusing on ease of use of the proposed Guidelines for Academic Librarian Employment and Governance Systems along with specificity on and inclusiveness of non-tenure track faculty procedures in the document 3. Produce a draft document incorporating these changes 4. Seek wide ranging comments and input from stakeholder communities and the general ACRL membership	**Chair:** Julia M. Gelfand **Board liaison:** Faye A. Chadwell **Staff liaison:** David Free	**No later than Midwinter 2020:** The final document should be submitted for ACRL Board approval within six months of the draft being circulated for comment and the final report should be submitted no later than AC20. **Annual 2019:** Second interim report due. **Spring 2019:** First interim report due.	**Fall 2019:** Task Force is on track to submit its final document at MW20. **Annual 2019:** The TF submitted an interim report. This spring the TF collected data on the status of academic librarians at a variety of institutional types through data from ACRL surveys and a custom survey they distributed to a number of ACRL lists. Based on the feedback, they are leaning towards submitting one combined document (continuing the track taken by the previous iteration of the TF) instead of keeping the documents separate. They are holding an open forum on the revision at ALA Annual to collect additional feedback. **Spring 2019:** Task force has started meeting virtually and in person at MW to begin work reviewing the work done by the previous version and deciding on a course of action moving forward. They are working on data collection on faculty status and related issues, including finalizing a survey for distribution to membership. They are also planning to hold a forum to collect feedback at Annual.

Task Force	Charge	Leadership	Timeline	Status Notes
	5. Incorporate, as appropriate, those recommendations into a final draft, including clearly highlighting revisions to previously existing documents and new content in the guidelines.			**Midwinter 2019:** appointment extensions sent and accepted. **Midwinter 2019:** task force extended through June 30, 2020. **Fall 2018/December 2018:** Appointments completed. **July/August 2018:** Call for Volunteers posted early July and appointments in August. **Annual 2018:** The Board established the task force.

ACRL/ALA/ARL IPEDS Task Force	**Charge:** To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.	**Co-chairs:** Robert Dugan & TBD by ARL **Board Liaison:** n/a **Staff Liaison:** Mary Jane Petrowski	**AC 2022:** Final report due. **AC 2021:** Interim report due. **October 2019:** Board approved Task Force extension and new charge/timeline. **Fall 2017** Initial Task Force established	**Fall 2019:** Appointments underway. **Annual 2019:** final report submitted to Board. **April 2019:** Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019. **December 2018:** Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year. **Fall Board Meeting 2018:** interim report submitted. **Fall 2018:** One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board. **Summer 2018:** The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library

Task Force	Charge	Leadership	Timeline	Status Notes
				Component along with improved counts for professional staffing.
				The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.
				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.
				Spring 2017: The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 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.
				Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	The task force will publish and refine a BIBFRAME ontology extension for the description of special collections materials. The work will build upon the Art and Rare Materials BIBFRAME Ontology Extension established as part of the first phase of the Linked Data for Production (LD4P) project, 2016-2018.	**Chair:** Jason Kovari **Board liaison:** Cinthya Ippoliti **Staff liaison:** Megan Griffin, David Free	**Midwinter 2021:** final report due **Midwinter 2020:** interim report due	**February 2019:** appointments completed. **Winter 2019:** appointments underway by RBMS. **Fall Meeting 2018:** Board approved task force.

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.	**Chair:** Jon E. Cawthorne **Board liaison:** April Cunningham **Staff liaison:** Mary Ellen K. Davis, Allison Payne	**Annual 2016:** Task Force established. Extended through AC 2020	**Annual 2019:** meetup held AC19. **ACRL 2019 Conference:** Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking Charge of Your Narrative" preconference. **Midwinter 2019** Board action request for a one-year extension through June 30, 2020. Task Force meetup scheduled for MW19. **Fall 2018** TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary library and were able to highlight the Diversity Alliance in the presentations. **June 2018** The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group's proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the

Task Force	Charge	Leadership	Timeline	Status Notes
				task force supported the proposed charge. **May 2018** ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI. **January-February 2018** Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents. **July-September 2017:** Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported

Task Force	Charge	Leadership	Timeline	Status Notes
				the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning. Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions. **May–June 2017:** Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members. **February–April 2017:** Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members. **December 2016/January 2017:** Advised on questions received. Developed talking points on Diversity Alliance. Held monthly task force calls. **Fall 2016:** appointments completed by Irene Herold. **Annual Conference 2016:** task force approved by Board.

Task Force	Charge	Leadership	Timeline	Status Notes
Impactful Scholarship and Metrics Task Force	To create a new ACRL framework that recommends effective practices regarding the evaluation of academic librarian scholarship that supports librarians in a variety of academic appointments, with differing scholarly expectations, while acknowledging and encouraging impactful scholarship venues within academic librarianship. The task force will gather input from the community, share a draft for feedback, and make revisions, following ACRL's Guide to Policies and Procedures Chapter 14.5 Procedures for Preparation of New Standards, Guidelines, and Frameworks.	**Chair:** Rachel Borchardt **Board liaison:** Cinthya Ippoliti **Staff Liaison:** Erin Nevius	**Date final draft is submitted to ACRL Standards Committee:** ALA Annual Conference 2020 **Date draft framework is circulated for public feedback:** ALA Midwinter 2019 **Date interim report is due:** ALA Annual Conference 2018 but report will be provided for Fall Board/Exec. 2018	**June 2019**: Feedback on draft framework closed COB June 3; Task Force is revising. **Apr. 2019**: The Task Force presented a panel at the ACRL Conference to discuss the draft framework. **Mar. 2019:** Draft framework circulated online for public feedback, due by COB Monday, June 3, 2019. The draft framework will be discussed at the Task Force's panel presentation at the ACRL Conference, "Recast Your Scholarly Narrative: a new model for the evaluation of academic librarian scholarship," and the call for feedback will appear in the May issue of *C&RL News*. **Fall Board Meeting 2018:** Interim report submitted. **Oct.-Nov. 2018:** Task Force is analyzing the survey results; also creating a rubric to evaluate promotion and tenure manuals collected by the Task Force and submitted by survey respondents from a variety of institutions to discern the range of scholarly expectations librarians currently face, including the level of granularity for research output type

Task Force	Charge	Leadership	Timeline	Status Notes
				and relative weightedness of outputs, and/or impact metrics.
				Sept.-Oct. 2018: A librarian survey regarding scholarly expectations for academic librarians along with current practice and opinions of academic librarianship scholarship was launched in September 2018 and closed October 5 with 514 responses.
				Aug. 2018: Panel proposal to the ACRL 2019 conference accepted for introduction, discussion, and feedback on the Framework.
				March-May 2018: The Task Force has met monthly and broken the work into three subteams: College/University Scholarly Expectations; Librarian Survey; and Metrics, Disciplinary, and Literature Review. Task Force submitted a proposed session for ACRL 2019 on their work, as they expect to have the draft framework completed in advance of the Conference.
				March 2018: The Task Force held their first virtual meeting on March 22nd. The first in-person meeting is booked for the 2018 ALA Annual Conference on Sunday, June 24th, from 1pm to 2pm. There is still one outstanding

Task Force	Charge	Leadership	Timeline	Status Notes
				appointment to the Task Force in the works. **January 2018:** Appointment offers sent to potential Task Force members. **2017 Fall Board Meeting:** Task Force established.

Task Force	Charge	Leadership	Timeline	Status Notes
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	To work with the National Survey of Student Engagement staff to revise the information literacy module to better align with the ACRL Framework for Information Literacy in Higher Education by October 2019. • Participating in a few rounds of review during which task force members will identify areas to drop or add. • Creating preliminary items for critique; finalizing the survey items. • Depending upon the extent of the changes, developing a communication plan to publicize awareness of and opportunities for participating in piloting the new module in 2020 to assess if the new module meets NSEE psychometric standards.	**Chair:** Rhonda Kay Huisman **Board liaison:** Cinthya Ippoliti **Staff liaison:** Mary Jane Petrowski	**Annual 2019:** interim report due **Fall 2019:** final report due	**Annual 2019:** interim report submitted to the Board. **April 2019:** appointments completed. **Spring 2019:** appointments underway **Midwinter 2019:** task force established

| **ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries** | To update and revise the existing Statement on Access to Research Materials in Archives and Special Collections Libraries. | **Board liaison:** Kelly Gordon Jacobsma

Staff liaisons: David Free | **Final report** due: 2019 ALA Annual Conference

Interim report due: 2019 ALA Midwinter Meeting | **Fall 2019:** Revision process is underway and a virtual vote is expected in late 2019 or at MW2020.

Annual 2019: The draft revision will be considered by RBMS Executive Committee at ALA Annual. If approved, it will move along to the ACRL Standards Committee and the ACRL Board. The draft is also moving through the SAA approval process as well. The TF anticipates that their work will be completed not long after AC19, so doesn't feel that they need to be extended for another term.

Winter 2019: A draft revision is scheduled to be released for public comment in January 2019 prior to Midwinter. The TF is also collecting comments at its meeting in Seattle.

Spring 2018: Still working on revising the statement.

Winter 2018: The task force was appointed in Fall 2017 and has begun work on revising the statement.

2017 September/October: RBMS Executive Committee sent a call for volunteers and will appoint members by early October. |

Task Force	Charge	Leadership	Timeline	Status Notes
				2017 Annual Conference: The Board approved this task force and charged the RBMS Executive Committee to appointment task force.

Board Working Group Status Chart

Title	Task(s)	Members	Status
Conference Proposals Working Group	1. Review to be sure they are inclusive from Call for proposals through review of them. 2. What are the barriers to getting a proposal accepted to the ACRL Conference?	**Members:** Caroline Fuchs (convener), Beth McNeil **Staff liaisons:** Margot Conahan, Tory Ondrla	**Fall 2019** • Completed; new, more inclusive call issued. **Summer 2019** • Finalize ACRL 2021 Call for Presentation, and staff will implement. **Midwinter 2019** • Working group met and drafted plan for ACRL 2021 Call for Presentation. **SPOS 2018** • Working group established.
Goal-area Committee Communications Working Group	Send goal-area and EDI chairs post-SPOS message. Presidents will finalize message content during the October 30 call.	Karen Munro, Lauren Pressley, Jon Cawthorne, Mary Ellen Davis	**Completed task:** Follow-up message from Karen sent to goal-area and EDI chairs on November 6.
Virtual Leadership Council Working Group	Draft a message to ACRL leadership, so leadership is aware of the Virtual Leadership Council Meeting and in-person Breakfast. Message due to members before November 15, so members have ample time to adjust travel arrangements.	Mary Ellen: Convener, Caroline, Jackie, Cinthya, cc Karen	**Completed task:** working group crafted message, which will be sent to ACRL Leadership Council invitees by November 11.

Title	Task(s)	Members	Status
EDI Communications Working Group	Recommend an EDI communications plan, and report out at the Nov 18 Fall Board Virtual Meeting.	Karen (convener), Jon, April, Carolyn	**Fall 2019:** Board will receive an update at the Fall Board Virtual Meeting.
SCOE Communications Working Group	In advance of the Nov 18 Fall Board Virtual Meeting, give an update to the Board on an early December report out to membership to let ACRL members know that the ACRL Board is closely monitoring the work of SCOE and give an overview of SCOE's timeline and recommendations. Working Group should also consider if ACRL and PLA should issue a joint statement on SCOE.	Karen Munro, Emily Daly	**Fall 2019:** Board will receive an update at the Fall Board Virtual Meeting.

ACRL Board Ground Rules
Approved Fall Board Meeting, November 16, 2018

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
6. Signal conclusion, identify next steps, and make clear assignments.
7. Assume positive intent/give benefit of doubt.
8. Have fun!

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
4. What are the ethical implications of this decision?

*What do you wish that you knew, but don't?

ACRL Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

This document addresses ACRL Board members' use of their personal social media accounts in sharing information from Board work.

1. Purpose

Social media offers an opportunity for the ACRL Board to increase two-way communication with members. As such, we recognize the importance of social media not only for sharing information and updates, but in contributing towards greater transparency and member engagement.

2. Guidelines

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:

   a. use their personal social media accounts to share Board information;
   b. share information/discussions and distinguish/label personal opinions clearly as their own;
   c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
   d. Once vote is taken, support decision in line with Board responsibilities;
   e. report on action items;
   f. leverage social media to gather feedback from members.

3. Responsibilities

Board members who choose to share Board information on social media are responsible for following member responses and closing the feedback loop, as follows:

   a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.
   b. Board members initiating discussion on social media should summarize and report member responses back to the Board promptly.
   c. Board members initiating discussion on social media should report back to responding members with the results of the discussion.

Ballot	2020 ACRL Candidates
ACRL Board	**President-Elect** Lynn Connaway Julie Garrison **DAL** Kathy Parsons Jessica Brangiel **DAL** Jennifer Nutefall Toni Anaya
ANSS	**VC-CE** Thomas Durkin Triveni Kuchi **MAL** Hailey Mooney Priscilla Seaman
Arts	**VC-CE** Tiffany Bailey
CJCLS	**VC-CE** Robin Brown **SEC** Kate McGivern Linda Miles
CLS	**VC-CE** Dawn Behrend Kevin Butterfield **SEC** Melanie Bopp Britt Anne Murphy **Member at Large** Deborah Prosser Scott Walter
DLS	**VC-CE** Sam Harlow Michael Courtney **SEC/ARCHIVIST** Heather Dalal **MAL** Shauna Edson Andrea Hebert
DSS	**VC-CE** Suzanna Conrad Elisandro Cabada **SEC** Meris Longmeier Theresa Burress **MAL (elect 2)** Erla P. Heyns Megan Martinsen Mr. Patrice-Andre Purd'homme
EBSS	**VC-CE** Rachael Elrod Mandy L. Havert **MAL** Dorinne Banks Jodie Borgerding
ESS	**VC-CE** Manuel Ostos Helene Huet **SEC** Walter Schlect Kathryn Kuntz **MAL** Chellammal Vaidyanathan

Ballot	2020 ACRL Candidates
IS	**VC-CE** Maura Seale Veronica Arellano Douglas **SEC** Maoria Kirker Karen Doster-Greenleaf **MAL (elect 3)** Donna Witek Jorge Ricardo Lopez McKnight Sara Sheib Bill Marino Sara Holder
LES	**VC-CE** Kristina DeVoe Glenda Insua **SEC** Leslie Madden Zara Wilkinson **MAL** Natalie Ornat Emily Spunaugle
PPIRS	**VC-CE** Chelsea Nesvig Olivia Ivey **MAL** Megan Hunt Earl Shumaker
RBMS	**VC-CE** Alison Clemens Heather Smedberg **MAL** Katharine C. Chandler Diane Dias De Fazio
STS	**VC-CE** Shannon Farrell Hannah Gascho Rempel **PO** Virginia (Ginny) Pannabecker Ana Torres **MAL** Greg Nelson Rebecca Renirie
ULS	**VC-CE** Laura Gariepy Jennifer Sharkey **MAL (elect 2)** Christian Miller Mea Warren Annie Zeidman-Karpinski
WGSS	**VC-CE** Julie Adamo **SEC** Cindy Ingold **MAL** TBD

Position Key:
DAL = Director at Large
MAL = Member at Large
PO = Publicity Officer
SEC = Secretary
VC/CE = Vice-Chair/Chair-Elect

ACRL 2019-2020 FALL CHAPTER CONFERENCES

CHAPTER	DATE	TITLE/THEME	LOCATION
ARKANSAS Arkansas Library Association	September 27-29 2019		Hot Springs, AR
CALIFORNIA California Academic and Research Libraries (CARL)	April 1-3, 2020	*"Embracing courage, candor, and authenticity in academic libraries"*	Costa Mesa, CA
DELEWARE VALLEY Delaware Valley Chapter of the Association of College and Research Libraries Delaware & Eastern Pennsylvania	October 25, 2019	*"Beyond Diversity Speak: Practicing Cultural Humility in Your Library"*	Allentown, PA
FLORIDA Florida Association of College and Research Libraries	October 17-18, 2019	*"Innovations for Next Generation Libraries"*	Fort Lauderdale, FL
GEORGIA Academic Library Division of the Georgia Library Association	October 9-11, 2019	Georgia Library Conference	Macon, GA
ILLINOIS Illinois Association of College and Research Libraries	October 22-24, 2019	*The Illinois Chapter combines with the Illinois Library Association's annual conference; "Shift: Where Will You Grow?"*	Tinley Park, IL
KENTUCKY Kentucky Association of College and Research Libraries	March 25-27, 2020		Jamestown, KY
MARYLAND Maryland Library Association, Academic and Research Library Division	May 6-8, 2020	Joint conference with The Delaware Library Association	

CHAPTER	DATE	TITLE/THEME	LOCATION
MICHIGAN, affiliated with the Michigan Library Association Academic and Research Library Division (ARLD) of the Michigan Library Association (MLA)	Fall 2018, MLA Annual Conference, October 17-19, 2018 Spring 2019, Academic Libraries, Friday, March 15, 2019		
MICHIGAN, affiliated with the Michigan Academic Library Association Michigan Academic Library Association (MiALA)	May 13-14, 2019		University Central, MI
MINNESOTA Academic and Research Library Division of the Minnesota Library Association	April 26, 2019		Chaska, MN
MISSOURI Missouri Association of College and Research Libraries, Library Association	October 2-4, 2019	Joint Missouri Library Association Conference *"Unconventional Bold Ideas for Better Libraries"*	Columbia, MO
NEW ENGLAND Association of College and Research Libraries New England Chapter. CT, MA, ME, NH, RI, and VT	May 26-27, 2020	TBA	
EASTERN NEW YORK Eastern New York Chapter of ACRL (Zips 12600-13999)	May 20, 2020		Syracuse, NY
GREATER METRO NEW YORK Association of College and Research Libraries Chapter of the Greater New York Metro Area (Zips 10000-12599)	December 6, 2019		New York, NY

CHAPTER	DATE	TITLE/THEME	LOCATION
OHIO Academic Library Association of Ohio (ALAO)	October 18, 2019 (Pre-Conference Workshop and Ally Training October 17)	*"Libraries Speak Up! Advocate. Collaborate. Educate."*	Columbus, OH
OKLAHOMA Oklahoma Chapter of the Association of College and Research Libraries (OK/ACRL)	November 8, 2019	*"The Expanding Role of the Academic Librarian"*	Tulsa, OK
VIRGINIA College and University Section of the Virginia Library Association	May 1, 2019		Farmville, VA
WASHINGTON Washington State Chapter of the Association of College and Research Libraries	October 24-25, 2019	*"Whiteness and Racism in Academic Libraries: Dismantling Structures of Oppression"*	Eatonville, WA.
WISCONSIN Wisconsin Library Association, Wisconsin Association of Academic Librarians	April 16-17, 2020		Brookfield, WI

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ACRL Liaisons Assembly Report

Unit Representative to:	**ACRL Liaison to American Association for the Advancement of Science (AAAS)**
Representative Name:	
	Roxanne Bogucka
Representative Email:	
	roxanne.bogucka@austin.utexas.edu
Report period:	
	July 2018-June 2019

Background Information:

Founded in 1848, AAAS is affiliated with 252 societies (including ALA) and academies, serving more than 10 million individuals and "representing the world's largest federation of scientific and engineering societies." The AAAS is "dedicated to advancing science for the benefit of all people." Interest in AAAS increased dramatically in the last few years, and membership has surged, possibly due to the creation of a new (lower cost) membership category—science advocate—to strengthen outreach to new individual members who are "not scientists or engineers, but believe in the importance of science for our society."

In tandem with the membership surge, AAAS's advocacy mission has assumed a renewed vigor. Its website "Force for Science" includes an action toolkit for STEM professionals to communicate their science, and it is a major supporter of the worldwide March for Science movement.

AAAS publishes six peer-reviewed journals: its flagship journal *Science*, which reaches hundreds of thousands every week; *Science Advances; Science Immunology; Science Robotics; Science Signaling; Science Translational Medicine*. Major program areas include Science, Policy, and Society; Government Relations; R&D Budget and Policy; Advancing Capacity; Research Competitiveness; and others. The organization also hosts several webinars and live chats throughout the year.

AAAS's areas of focus are: advocacy for evidence; careers in STEM; diversity, equity, and inclusion; federal science budget analysis; human rights, ethics, and law; public engagement; science diplomacy; science education; and shaping science policy. AAAS is a good membership organization choice for librarians and information professionals.

Major Activities of the Unit:

- The theme of the 2019 annual meeting, held February 14-17 in Washington, DC, was "Science Transcending Boundaries." The video archive includes the meeting's plenary lectures.
- For 45 years, the AAAS Mass Media Fellows program has given STEM undergrads, grad students, and post-docs the opportunity to spend 10 weeks working as science journalists at publications around the nation.
- AAAS retired the online platform Trellis, where members connect and collaborate via discussions, events, webinars, and more, in favor of its new AAAS Member Community. Examples of communities include AAAS Member Central, Public Engagement with Science,

C4Sci—Communities for Science Communication, AAAS Force for Science Group, NSF INCLUDES Open Forum, AAU Undergraduate STEM Education Initiative, as well as several groups created by individual universities to address STEM education topics, and groups for each of the AAAS Sections.
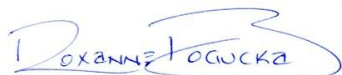
Implications for ACRL:

- AAAS is heavily invested in helping STEM researchers and students develop science communication and public engagement skills. AAAS sees these KSAs as vital to the future of science, in that they prepare scientists to make the case for science to laypersons, policy makers, and others outside the academy. AAAS boosts science communication in several ways, including traveling workshops on scicomm, fellowships for science communicators, a major annual prize for science communication, and sponsoring scicomm research. As more and more STEM departments add public engagement to their strategic plans, libraries and librarians are supporting them in communicating their science with the public, just as they have traditionally supported them in scholarly communication.

- *AAAS/Science Library Advisory Board*. The Library Advisory Board (LAB) met on October 29 & 30, 2018 in Washington, DC, at the AAAS headquarters. Meeting topics included: IP intrusion; open data; business models (open access, metered paywall, tokens, deposit accounts, document delivery); access (roaming passport ids, proxy access, Shibboleth); how scientists read; updates on *Science* partner journals and AAAS; and discussion of the value of *Science* and where *Science* should be next.

- *Sponsored Librarians at the AAAS Annual Meeting*. For 10 years, AAAS has provided free registration for 30 librarians to attend the Annual Meeting. Librarian interest in attending AAAS meetings remains high. On August 7, 2018, I issued a call via STS-L for people to sign up for free registration. In less than 24 hours, 30 people had signed up. The sign-up form remained open for a waitlist. Fifty-three people responded in total, of whom 29 had never attended the AAAS Annual Meeting. After all first-time attendees received a free registration, I used the timestamp to allot the rest. Due to cancellations over the course of the next few months, people on the waitlist received free registrations as they came available.
As in past years, some librarians presented posters in the General Poster session. Over the course of the meeting, 23 librarians contributed 182 entries on the sessions they attended into a shared Google Sheet. The fact that several librarians attended certain sessions indicates our colleagues' prevailing interests. The sessions with the highest librarian attendance included: Academic Research Assessment: Reducing Biases in Evaluation; Big Data: Overcoming Challenges to Facilitate Data Re-Use; Blockchain and the Scientific Method; Connecting Science and Policy: Opportunities for Dialogue with Policymakers; Critical Steps toward modernizing graduate STEM education; Feminist Agenda for Science Communication: Necessary and Timely; Fighting Fake news: Views from Social & Computational Science; How People Learn: A New Look; Improving Attitudes Towards Chemistry Through Informal Science Communication; Open Access Publishing: considerations and opportunities for researchers; Practical Reproducible Research: Replicating Scientific Discoveries; Behave: The Biology of Humans at our Best and Worst; Science Engagement with Faith Communities; YouTube: Friend or Foe in Communicating about Science and Health.

- *NLM Tour at AAAS Annual Meeting*. Several librarians gathered for a tour of the National Library of Medicine in Bethesda, on the morning of February 15, 2019. Many thanks to Stacy Brody, Associate Fellow at NLM, for invaluable assistance in arranging this tour.

- *Annual Librarians' Session at AAAS Annual Meeting.* Several librarians met for lunch-arounds preceding the official librarians' session. Twenty-six librarians signed in at the librarians' session. AAAS generously picked up the cost of the hotel meeting room and audiovisual set-up, and provided refreshments for the meeting. Ryan Rexroth, AAAS Senior Institutional Licensing Manager, addressed us briefly, welcoming librarians to the annual meeting and soliciting our questions and concerns about the *Science* suite of products. Seven attendees gave short presentations, on topics including research data management training, information literacy instruction in life science, academic libraries and public engagement, videos for first-year engineering classes, research workflows and open practices, information literacy for chemistry, and the National Network of Libraries of Medicine Wikipedia Edit-athon.
- *Section T Meeting.* As ALA liaison to AAAS, I attend the Section T (Information, Computing, and Communication) meeting. Highlights of that meeting included discussions of a proposal to change the name of Section U from Statistics to Statistics and Data Science, 2020 meeting programming, and FEAT and FAIR principles.
- *AAAS Meeting of Affiliates.* AAAS CEO Rush Holt welcomed a packed room of affiliates (i.e., organizations' liaisons). We heard a report on AAAS's local and state advocacy, which includes working toward locally relevant solution to climate change challenges. The AAAS director of government relations updated us on STEM-related committees in Congress and the federal R&D budget. In October of 2018, representatives from AAAS, American Geophysical Union, and American Association of Colleges of Medicine convened a meeting to lay the foundation for policies regarding reporting of and response to sexual harassment in STEMM (Science, Technology, Engineering, Mathematics, Medicine). The recommendation that emerged was to form a consortium of STEMM societies. More than 50 societies signed on to the Societies Consortium on Sexual Harassment in STEMM before the February 15, 2019 launch date. Signatory organizations were asked, but not required to pay membership dues if able.

Upcoming Activities:
- The 2020 Annual Meeting of AAAS will be held February 13-16, at the Washington State Convention Center in Seattle, WA. The theme is Envisioning Tomorrow's Earth.
- Submissions for e-posters will be accepted beginning in July 2019.

Respectfully submitted,

STEM Liaison Librarian for Health Sciences
Life Science Library
University of Texas at Austin
Austin, Texas 78712   June 18, 2019

ACRL-STS Liaison Report from the 257th American Chemical Society (ACS) National Meeting and Exposition in Orlando, Spring 2019

Josh Rose, ACRL-STS Liaison to ACS
July 2019

The 257th American Chemical Society (ACS) National Meeting and Exposition took place in Orlando, Florida on March 31st through April 4th, 2019. The conference theme was *Chemistry for New Frontiers*. As ACRL Science & Technology Section (STS) liaison to ACS, I attended several conference symposia, including technical division symposia presented by the Polymer Chemistry (POLY) and Analytical Chemistry (ANYL) divisions, as well as the Kavli Lectures, among others. Please find below summaries of a few talks on emerging science topics that I thought would be of interest to STS colleagues.

Technical Division Symposia

ANYL 21: Laser desorption mass spectrometry: MOMA-MS and beyond

As part of a symposium on extraterrestrial organic analysis, Dr. Stephanie A. Getty, a planetary research scientist and the Deputy Director of the Solar System Exploration Division at the NASA Goddard Space Flight Center, spoke about the Mars Organic Molecule Analyzer (MOMA), an instrument on the Rosalind Franklin ExoMars Rover, due to land on Mars in 2021 as part of a joint mission between the European Space Agency (ESA) and Russia's Roscosmos. Dr. Getty is the calibration lead for MOMA and an author of several papers describing MOMA's capabilities and the strategies behind its design.

The ExoMars rover is part of a larger ExoMars mission that began with the launch of an orbiter, the ExoMars Trace Gas Orbiter (TGO), in March 2016. TGO has been used to collect data about methane and other trace gases in the Martian atmosphere. In 2020, TGO will also act as a communication link between Earth and the ExoMars Rover. The rover is designed to search for biomolecules and biosignatures in the Martian subsurface that may indicate past or present life on Mars. The rover is equipped with a drill that can extract core samples from up to two meters below the Martian surface and a crusher that breaks apart samples for analysis by the analytical laboratory on the rover. The ability for the rover to drill below one meter is important for accessing unexposed sediments that may contain organic material; prior research suggests that the top most meter of soil is likely affected by galactic and solar radiation.

Dr. Getty mentioned that the ExoMars will build off of what has been learned from the Curiosity rover, which landed on Mars in 2012 as part of NASA's Mars Science Laboratory (MSL) mission. The MSL mission explored different geological settings around the Gale crater, which contains what is believed to be an ancient dry lakebed with clay and mineral-rich soil, suggesting the presence of water at one time.

The landing site for the ExoMars rover will be Oxia Planum, an area north of the equator, where orbital data suggests there are also clay rich soils. The ExoMars rover is solar powered and it is designed for a mission lasting six months.

Dr. Getty described the operational modes of MOMA and how its combined capabilities are designed to inform scientists' understanding of the chemistry, geology and astrobiology of Mars.

1

All three modes of MOMA use a mass spectrometer (MS). The first mode, pyrolysis - gas chromatography (GC) - mass spectrometry (MS), takes a crushed sample from the ExoMars rover drill and transfers it to one of 20 pyrolysis ovens. There the sample martian soil and rock is heated to up to 900°C. Released volatile molecules are then entrained in a flow of helium gas where they accumulate in a hydrocarbon trap. The trap is then flash-heated and the released volatiles are separated and detected by the GC-MS. A second mode, called derivatization-GC-MS or thermochemolysis-GC-MS, involves heating a sample to a moderately high temperature, no more than 300°C, and then mixing it with a liquid derivatization agent that converts certain organic compounds into more volatile ones that can be detected by GC-MS. Finally, a third operational mode, called Laser desorption and ionization (LDI)-MS, is a different analytical technique that has never been used on Mars. A powdered sample of rock or soil is transferred to a container where it can be examined by MicrOmega, an imaging system, a Raman Laser Spectrometer (RLS), or LDI-MS. In LDI-MS, a high-powered ultraviolet laser beams light onto a tiny spot of the sample, which vaporizes a part of the sample and releases large organic molecules. The laser also ionizes some of the molecules and these are caught in a linear ion trap. The ion trap's mass spectrometer is then able to identify these trapped molecules. This mode is an important addition to MOMA because it can potentially identify large organic molecules like lipids that would otherwise be destroyed by the other two MOMA operational modes.

Together, the three modes of MOMA - pyrolysis-GC-MS, derivatization-GC-MS, and LDI-MS - will allow scientists to better characterize and understand the wide range of chemistries, including organic chemistries, that may be found in the subsurface soil and rock around Oxia Planum.

Multidisciplinary Program Planning Group (MPPG): The Kavli Foundation Emerging Leader in Chemistry Lecture

Dr. Trisha L. Andrew, Associate Professor of Chemistry and Chemical Engineering at the University of Massachusetts-Amherst, delivered the Kavli Foundation Emerging Leader in Chemistry Lecture on sensing human behavior with smart garments. Dr. Andrew described the current state of the art for monitoring human movement, including everything from one's posture, gait, how one sleeps, how one swings a bat, hits or throws a ball. Currently, all rely on some form of optical detection system. These systems are very expensive and inaccessible to most people. So what Dr. Andrew and her Wearable electronics lab are interested in is making smart, comfortably wearable garments that can detect the movements of their wearer and provide meaningful information about their activities - such as the quality of one's sleep, the movement of one's joints, or one's heart or breathing rates.

To do this, Dr. Andrew's lab employs a process called reactive vapor deposition to coat a variety of different fibers, textiles, and manufactured garments with conducting polymers, transforming regular garments into conductive materials that can be used to make, for example, pressure sensors that capture human movement or heating devices to warm a person's hands. The beauty of reactive vapor deposition, which involves combining a monomer and an oxidant in a closed chamber containing the fabric or a garment, is that when the two vapors make contact with the material it thoroughly and

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evenly coats almost any type of fiber (excluding materials with hydrophobic coatings) regardless of its surface topography or how tightly it is woven. The fabric or fiber still retains its properties. It can be weaved or sewed using a sewing machine. A cotton t-shirt coated with poly(3,4-ethlenedioxythiphene) or PEDOT, one of the polymers that is commonly used in the lab, is still a breathable, comfortable cotton t-shirt, though it takes on a blue tint from the PEDOT. The polymer material is very durable and can stand up to at least 40 wash cycles without losing its ability to conduct electricity.

Dr. Andrew described several applications for these materials including a compression sock that produces a noticeable change in electrical resistance as the sock is worn and stretched and the wearer moves or flexes their leg muscles. The inside surface of a Fruit of the Loom sports bra was coated with conductive polymer to create an electrocardiogram (EKG) array capable of detecting the wearer's heartbeat. And an elbow sleeve used a "tribo sensor" with two electrodes and two insulating layers between them, with positive and negative triboelectric surface charges, to capture the signal of the wearer moving and flexing their elbow joint. Dr. Andrew's lab demonstrated that, with sophisticated computer processing of the signals from the elbow sleeve, they could classify with 91% accuracy the activities of forty volunteer wearers who brushed their teeth, ate food, or walked around.

Dr. Andrew's lab also collaborated with UMass-Amherst sleep scientist, Dr. Rebecca Spencer, who directs a sleep monitoring lab, to create a bluetooth-enabled, silk pajama shirt with a polymer coating and resistive sensors on the front, back and sides, that could classify the sleep postures of volunteer subjects with 97% accuracy, while also capturing and measuring breathing and heart rates.

POLY: ACS Award in Polymer Chemistry in Honor of Tim Swager

Dr. Jeremiah Johnson, Associate Professor of Chemistry at the Massachusetts Institute of Technology (MIT), spoke about the work his lab has done synthesizing bottlebrush polymers for in vivo drug delivery.

Noting that only about 10% percent of drugs that enter clinical trials end up being approved by the U.S. Food and Drug Administration (FDA), Dr. Johnson described how of those that fail, about 75% of the failures can be chalked up to two areas: efficacy and safety. About half of drugs fail because of efficacy - they simply don't work as well as the existing standard of care. And a quarter fail because they are unsafe. Safety and efficacy are linked, Dr. Johnson explained, because if a drug is not showing sufficient efficacy, one could increase the dosage of the drug. With an increased dosage there may be more undesirable side-effects or off-site toxicities. The range of the dosage required to observe efficacy while avoiding toxicity is known as a therapeutic index or therapeutic window. In drug design and delivery, the goal is for the therapeutic window to be as large as possible.

Dr. Johnson's lab is interested in ways that the therapeautic index of drugs and small molecules can be increased. Polymer drug conjugates, which Dr. Johnson noted have been studied since the 1970s with the seminal work of Dr. Ruth Duncan and others, have shown successes in this area but also present challenges, including a number of failed clinical trials.

One reason noted by Dr. Johnson for these failed trials is that most macromolecular prodrugs that are attached to a polymer are currently surface-exposed. This means that the structure of the drug will likely impact its physical properties such as its solubility, interactions with cells, biodistribution, and pharmacokinetics. What Dr. Johnson's group is interested in is a drug-agnostic delivery platform that decouples the physical properties of a drug from its structure.

One strategy Dr. Johnson's group has pursued is using bottlebrush polymers, a type of branched or graft polymer, which have polymeric side-chains attached to a straight backbone (just think of the structure of brushes used to wash baby bottles).

Bottlebrush polymers are prepared by "graft-to," "graft-from," and "graft-through" methods. Dr. Johnson described success synthesizing polyethylene glycol (PEG)-branch-azide bivalent-brush polymers, using the "graft-through" method and relying on a ring-opening metathesis polymerization (ROMP) reaction using a Grubbs' third-generation catalysis (named after nobel-prize winning chemist, Dr. Robert Grubbs, who also happened to be in the audience!) to efficiently create the bottlebrush polymers on a large scale.

With the bottlebrush polymer made, another method called "click-to" using copper-catalyzed azide-alkyne cycloaddition (CuAAC), was used to link the chemotherapy drug doxorubicin (DOX) to the core of the bottlebrush polymer through a photo-cleavable linker. Unlike the regular DOX it was compared with, applied to human breast cancer cells in vitro, Dr. Johnson's bottlebrush polymers with DOX showed limited toxicity until UV radiation was applied, causing the DOX from the bottlebrush polymer to detach and diffuse into the cell nuclei, inducing apoptosis and killing the cancer cells. This, along with other examples Dr. Johnson shared, demonstrated ways that bottlebrush polymers could be effective drug delivery vehicles, able to increase the therapeutic window of other drugs and small molecules.

Contact your ACRL-STS Liaison to ACS

Please feel free to contact me with questions, comments, or suggestions (jjr9@stmarys-ca.edu).

ACRL Liaisons Grant Report 2019

Report from Christine Slaughter, ACRL/ANSS Liaison to the American Sociological Association

This year's meeting of the American Sociological Association took place in New York City, August 10-13. As the new ASA liaison, my primary goal for the conference was to start building relationships with section chairs and memberships, particularly that of the Section on Teaching and Learning in Sociology, as well as with the ASA members in charge of administering TRAILS (Teaching Resources and Innovation Library for Sociology), ASA's online peer-reviewed library of sociology teaching resources.

One of my goals for my tenure as liaison is to make sociologists more broadly aware of the sociology/social science librarians at their institutions and to encourage them to take advantage of those librarians' expertise. To that end, before the conference I contacted several ASA Section Chairs in order to request the opportunity to briefly introduce myself, sing the praises of librarian-sociologist collaboration, and raise awareness about and solicit feedback on the ongoing Sociological Information Literacy Framework project at their respective section business meetings. At the conference I was able to speak at the meetings of the following sections: Science, Knowledge, and Technology; Family; Racial and Ethnic Minorities; Organizations, Occupations, and Work; Medical Sociology; Communications, Information Technologies, and Media Sociology; Economic Sociology; and Teaching and Learning in Sociology. This last meeting proved the most fruitful, as several attendees of the T&L section meeting reached out to me to express interest in collaboration and giving feedback on the Sociological Information Literacy Framework draft.

Some section chairs were not able to invite me to speak at their business meetings but instead offered me the opportunity to send announcements to their membership via their section listservs. I was able to send an outreach message introducing myself, librarians' services, and the Sociological Information Literacy Framework project to the following sections: Sociology of Sex and Gender; Latino/a Sociology; Sociology of Sexualities; Community and Urban Sociology; Political Sociology; and Global and Transnational Sociology. In this way I was able to reach, conservatively, over a thousand ASA members. In my missive I encouraged members to reach out to me if they were interested in chatting at the annual meeting or in brainstorming ways to collaborate with librarians at their institutions, giving examples of ways librarians can help facilitate sociologists' research, teaching, and curriculum development.

At the annual meeting I made a particular effort to reach out to graduate students. I spoke at the Student Forum Business Meeting, made an announcement at the student reception, and spoke with the Student Forum Advisory Board. On these occasions I promoted the benefits of graduate students' working with librarians on their research and teaching, as well as the viability of librarianship as a potential career path for sociologists. I received my most enthusiastic reception of the conference at the student reception—after I spoke, several graduate students were eager to talk to me about working with librarians or librarianship as a career path.

I also had the opportunity to speak with Gregory Kordsmeier, the current editor of ASA's TRAILS repository. We discussed the possibility of augmenting TRAILS with some of the sociology-specific ACRL Sandbox Information Literacy exercises, so that we aren't siloing our instructional work any more than is necessary and so that we have opportunities to learn from each other's expertise. I also suggested using the Sociological Information Literacy Framework document as a prompt to call for pedagogical submissions after the document has been finalized; Greg was quite open to this idea. In a similar vein, I spoke briefly with the deputy editor of the journal *Teaching Sociology*, who also seemed open to discussing using the Framework as the basis for a call for submissions. This is all tentative, as the Framework document has yet to be finalized, but I am excited about laying the groundwork for promoting the Framework and its active use once it has been ratified.

Finally, I met with Philip Cohen, the founder of the [SocArXiv](#) pre/postprint repository, to chat about potential collaboration and the promotion of SocArXiv among sociology librarians. He was very enthusiastic about being of use any way he could, and I am still brainstorming the best ways to take advantage of his expertise, whether that's through webinars or other trainings, or in another fashion. I welcome your suggestions for how we might most effectively promote SocArXiv among our own kind!

Thinking ahead to the 2020 and 2021 meetings, I plan to build on the preparations for an ASA session entitled "Librarians & Sociologists: Intersections & Collaborations" that was developed by former ASA liaison Hailey Mooney and ANSSers Paula Dempsey and Jesse Klein for the 2019 meeting at the invitation of ASA's then-president Mary Romero. Unfortunately this session did not come to fruition at the 2019 meeting, and it was declined for the 2020 program, but given the annual turnover of the programming committee, I plan to pursue this endeavor until we finally get a bite!

I would like to thank Hailey Mooney and Sally Willson Weimer for their guidance, and Jill Conte for joining Sally and me at a delicious librarians' dinner during the ASA conference! If you would like to discuss anything I've mentioned in this report or have ideas or questions related to liaison activities, please feel free to [email me](#)—I'd love to chat!

Final Progress Report - 2019 ASEE Annual Conference & Exposition
Margaret Phillips
Assistant Professor of Library Science & Engineering Information Specialist, Purdue University
ACRL STS Liaison to the Engineering Libraries Division of the American Society for Engineering Education

This is my final progress report, which includes: (1) a summary of all activities accomplished, (2) the specific reimbursement amount requested, based on accompanying receipts and, 3) the reason for partial reimbursement request.

1) Summary of Activities Accomplished:
   I attended the 2019 ASEE Annual Conference and Exposition in Tampa, Florida from June 15-June 19, 2019. I focused my participation to the activities held by the Engineering Libraries Division (known as "ELD"), which currently consists of ~175 members (of which ~100 regularly attend the annual conference). The 2019 ELD conference program was full, consisting of:
   - a three hour workshop on engineering library collection development,
   - five technical sessions where 15 peer-reviewed papers were presented,
   - a poster session where five peer-reviewed papers were presented,
   - three panel sessions,
   - the annual ELD business meeting, and
   - a lightning talk session where 19 engineering librarians each presented 3 minute short talks, and 12 vendors each presented one minute updates.

   The full ASEE ELD program, with links to the respective peer reviewed papers, is available at this web address: https://sites.asee.org/eld/conference-info/2019-annual-conference/. Additionally, the conference proceedings are indexed in Compendex and are available in the open repository ASEE PEER. Also, slides from the three panel sessions and the lightning talks will be uploaded to the URL shared above in July 2019.

   Also, I will be preparing an informal STS liaison report sharing more details of the ELD program discussions and activities that will shared at this URL later this year: https://sites.asee.org/eld/conference-info/2019-annual-conference/

   Additionally, another objective of my attendance at this conference was to further conversations about making the STS "referral list" of members willing to serve as reviewers for fellow STS members, when they were seeking tenure, continuing appointment, promotion, sabbaticals and grants, a joint initiative with ASEE ELD. I had conversations with ELD extended executive committee members who are very interested in this work. I will be preparing a proposal to share with the ELD executive committee this year on this proposed partnership.

Final Report from the ACRL-SCUP liaison 2018-19

This is a report for the 2018-2019 year of my role as liaison to the Society of College and University Planners [SCUP]. I had proposed during this year to continue to focus on raising issues surrounding the transformation of the academic library within university planning efforts with attention to the space design and planning of informal learning environments in academic settings. I set the following as my goals for the year:

1. *Develop and submit a presentation proposal to SCUP International conference by its deadline that will continue the exploration of student learning behaviors in non-classroom spaces or that will introduce campus approaches leveraging librarian expertise to build coalitions for research data management. Both topics may involve engaging a co-presenter.*

2. *Attend the SCUP international conference in July, and attempt to facilitate a librarian cohort gathering to share impressions.*

3. *Prepare a report or editorial [about what collaboration with SCUP offers librarians] for distribution with ACRL liaison communication efforts, or if an ACRL conference event materializes, offer to help plan that.*

Through the proposed venues of conference presentation and discussion with liaisons and association leadership, I aimed to bridge the benefits of the Liaison to SCUP both for librarians to utilize in their work as well as for planners to recognize the potential contributions librarians offer in the more holistic approach to shaping a campus future.

Final report details:

1. I appreciate very much receiving reimbursement to cover my expenditures to attend the SCUP international conference in Seattle, WA July 14-16. Specifically the funding covered registration, hotel, airfare, taxi cabs, and meals. I came under the allocated amount for this year.

2. Brief report of activities

My activities this year were a little different than in past years. Rather than submitting a presentation proposal for national conference, I became involved in the planning and presentation of a one-day symposium for the Mid-Atlantic Regional SCUP group. Two regional colleagues heard the presentation I gave at the 2018 annual conference and approached me to do something for our regional group. I recruited Jeffery Ashley, Director of the Center for Teaching Innovation and Nexus Learning and Professor of Chemistry at Jefferson University to join me in preparing a proposal for the symposium. Regional planners accepted it and designed a full program that was held at Drexel University on July 17, 2019, and was entitled "Informal Learning Environments: Do They Matter?" Jeff and I gave the overview presentation, "What does it mean to relate learning with space, behaviors & outcomes?" setting the stage for a full day of presentations, discussions and networking among the 120+ participants of mostly architects and planners, with a handful of librarians. Great conversations and kind positive feedback followed.

The SCUP leadership invited me again to serve as a member of the Society's "Academic Planning" Group. This role entails reviewing proposals for the annual conference and participating in a conversation of the full group during the SCUP international conference. This year's discussion focused mostly on ideas for topics for conferences that reflect challenges facing higher education. I also introduced and monitored one presentation upon request of the SCUP staff. I attended all the keynotes and several plenary sessions and networked with architects, designers and planners many of whom engaged me in discussion of trends facing libraries. I saw few librarians this year in Seattle and spoke personal to two but otherwise had little opportunity to bring librarians together.

SCUP staff also invited me to serve as a mentor during the year for a SCUP Fellow; they matched me with my already known colleague, Jeff Ashley. This assignment was productive for me in raising his awareness of libraries as informal learning environments and as an example in this research around long-term impressions of the value of spaces designed for informal self-directed learning that were helpful to their post-graduate work. I

learned about different assessment methods and enjoyed helping him formulate his research questions and design.

Working with the ACRL Liaisons Council, I offered feedback on initiatives under development to promote the liaison role and shared activities that might be applicable to liaison functions on campus with faculty and students. I offered to help with the one council colleague who volunteered to prepare a proposal for the spring conference. However, nothing came of the idea.

Assessment

Progress to achieve the three assessment factors proposed for this year was good:

• *Invited to participate in several SCUP activities that feature the librarian perspective.* Invitation to submit a proposal and help plan the Mid-Atlantic regional symposium [which gave professional credit to participants] was a satisfying recognition of work done as a liaison. With over 200 participants, the registration cap was reached two weeks ahead of the program, thus declaring it as a "sold out" event.   I continue to be invited to serve on the Academic Planning Group to review proposals, and answering library-related topics.   SCUP staff also invited me to prepare a Planning 101 contribution to the SCUP website on library planning and I did so with positive response.
• *Give one presentation accepted for delivery at a SCUP conference and it will be attended by at least 50 participants*   The key overview given at the   regional symposium was attended by over 200.
• *Content for the ACRL Liaisons communication initiatives will generate at least 5 comments or queries.* I was less successful on this metric.   I made inquiries to help set up a panel discussion program sponsored by the Liaisons and to republish the SCUP planning piece in an ACRL venue, however, there was no response/action taken.

Concluding my second term as liaison to SCUP, I ended my role June 30, 2019. This year again was a rewarding opportunity to learn about campus planning and the work of SCUP, as well as serve ACRL and my professional colleagues.   I am very grateful for continued ACRL support.

My appointment as Liaison to SCUP was the first in this role. Part of my assignment was to explore the benefit of this new liaison relationship. This liaison represents the ACRL and not a specific division or committee within it. However, among SCUP colleagues, I felt I represented librarianship as a whole and perhaps indirectly represented the ALA.   Without question, there are several overlaps in interest between the mission of both organizations, specifically conceptualizing informal learning spaces [that characterize libraries], and encouraging and understanding integrated planning.   It took a few years of regularly attending the annual conference and engaging with regional programs to establish recognition within SCUP and to build relationships with its staff and key member leadership. Surprisingly it was more difficult to establish recognition within ACRL of SCUP. ACRL Executive Director [Mary Ellen Davis] knows of SCUP and my relationship with her included periodical chats about the liaison role and potential collaboration between the two organizations. However, I don't feel I established a natural bridge within ACRL beyond the liaison council to engage ACRL membership with SCUP. At each SCUP annual meeting I typically identified at least one librarian, but they did not feel they represented ACRL membership, attending instead for personal reasons or those of their library. Currently the Liaison Council is not organized to effectively promote specific liaisons within ACRL; a few years ago a program about the liaisons that the Council organized was very well attended and helped to advance the liaison role as well as specific relations with external groups, including SCUP. I conclude my term, with mixed impressions that this liaison should continue, though I am happy to introduce the next appointee if it does continue, to SCUP leadership. At least for another year, I plan to attend conference for personal interests and will try to pursue an idea of creating a jointly sponsored "think tank" to encourage research on topics relating informal spaces to learning.

Submitted August 7, 2019:
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Board Liaisons - Sorted by Board Liaison

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance - B&F Chair	Carolyn Henderson Allen	challen@uark.edu	Carolyn Henderson	Allen	Allison	Payne
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Appointments - President Elect	TBD	TBD	Jon	Cawthorne	Allison	Payne
Leadership Recruitment and Nomination Committee - Vice-President	Sarah E. McDaniel	sarah.mcdaniel2@wwu.edu	Jon	Cawthorne	Megan	Griffin
President's Program 2021	TBD	TBD	Jon	Cawthorne	Megan	Griffin
Professional Development - President Elect	Carrie E. Dunham-LaGree	carrie.dunham-lagree@drake.edu	Jon	Cawthorne	Margot	Conahan
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Nikhat J. Ghouse Veronica Arellano Douglas	ghouse@american.edu varellano@gmail.com	Faye	Chadwell	David	Connolly
Academic Librarians Standards and Guidelines Review Task Force	Julia M. Gelfand	jgelfand@uci.edu	Faye	Chadwell	David	Free
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Equity, Diversity and Inclusion	Derrick Jefferson	jefferson.derrick@gmail.com	Faye	Chadwell	Allison	Payne
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National Survey of Student Engagement (NSSE) Information Literacy	Rhonda Kay Huisman	rhondahuisman@gmail.com	Kim	Copenhaver	Mary Jane	Petrowski
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Board Liaisons - Sorted by Board Liaison

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College Libraries Section (CLS)	Mrs. Alexia Hudson-Ward	ahudsonward@gmail.com	Cinthya	Ippoliti	Megan	Griffin
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	Martin D. House	martin.house@gmail.com				
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Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
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Academic Librarians Standards and Guidelines Review Task Force	Julia M. Gelfand	jgelfand@uci.edu	Faye	Chadwell	David	Free
Academic Library Trends and Statistics Survey -Past President	Georgie Lynn Donovan Adrian K. Ho	gldonovan@wm.edu HoAdrianK@gmail.com	Lauren	Pressley	Mary Jane	Petrowski
Academic/Research Librarian of the Year Award-President	Jeannette E. Pierce Dennis Clark	piercejea@missouri.edu dennistclark@gmail.com	Karen	Munro	Chase	Ollis
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial	Anne Marie Casey (co-chair)	CASEYA3@erau.edu	Kelly	Jacobsma	Mary Jane	Petrowski
ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	Chair - Jason Kovari	jak473@cornell.edu	Cinthyia	Ippoliti	Megan	Griffin
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to	Elizabeth Call (co-chiar)	elizabeth.call2010@gmail.com	Kelly	Jacobsma	David	Free
Anthropology and Sociology Section (ANSS)	Jill Conte Juliann Couture	jill.conte@nyu.edu juliann.couture@colorado.edu	Kelly	Jacobsma	Megan	Griffin
Appointments - President Elect	TBD	TBD	Jon	Cawthorne	Allison	Payne
Arts Section	Sha Towers Mackenzie Salisbury	sha_towers@baylor.edu ssalis1@artic.edu	Faye	Chadwell	Megan	Griffin
Budget & Finance - B&F Chair	Carolyn Henderson Allen	challen@uark.edu	Carolyn Henderson	Allen	Allison	Payne
C&RL - Past President	Wendi Kaspar	warant@tamu.edu	Lauren	Pressley	Dawn	Mueller
C&RL News - Past President	Heidi Burkhardt	heidisb@umich.edu	Lauren	Pressley	David	Free
Chapters Council - President	Lisa T. Nickel	ltnickel@wm.edu	Karen	Munro	Megan	Griffin
CHOICE - Past President	Amanda L. Folk	folk.68@osu.edu	Lauren	Pressley	Mark	Cummings
College Libraries Section (CLS)	Mrs. Alexia Hudson-Ward Mary Mallery	ahudsonward@gmail.com mary.mallery@brooklyn.cuny.edu	Cinthya	Ippoliti	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Sandra C. McCarthy Martin D. House	mccarthy@wccnet.edu martin.house@gmail.com	Kelly	Jacobsma	Megan	Griffin
Digital Scholarship Section (DSS)	Hannah Scates Kettler Kristen Grace Totleben	hannah-s-kettler@uiowa.edu ktotleben@gmail.com	Faye	Chadwell	Megan	Griffin
Distance Learning Section (DLS)	Natalie Haber Amanda L. W. Ziegler	natalie-haber@utc.edu amanda.ziegler@gmail.com	Cinthya	Ippoliti	Megan	Griffin
Diversity Alliance Task Force	Jon E. Cawthorne	jon.cawthorne@wayne.edu	April	Cunningham	Mary Ellen Allison	Davis Payne
Education and Behavioral Sciences Section (EBSS)	Ericka Arvidson Raber April Marie Hines	ericka.raber@gmail.com aprhine@ufl.edu	April	Cunningham	Megan	Griffin
Equity, Diversity and Inclusion	Derrick Jefferson Mary Beth Lock	jefferson.derrick@gmail.com lockmb@wfu.edu	Faye	Chadwell	Allison	Payne
European Studies Section (ESS)	Heidi Madden Thomas Francis Keenan	heidi.madden@duke.edu tkeenan@princeton.edu	April	Cunningham	Megan	Griffin
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Cheryl A. Middleton Lauren Pressley	Cheryl.Middleton@oregonstate.edu pressley@uw.edu	Lauren	Pressley	Chase	Ollis
External Liaisons Committee	Susie A. Skarl Farzaneh Razzaghi	susie.skarl@unlv.edu Frazzaghi@wcu.edu	Emily	Daly	Mary Ellen Allison	Davis Payne
Government Relations	Peter L. Kraus Amy Estelle Bush	Peter.Kraus@utah.edu aebush@ucdavis.edu	Jacquelyn	Bryant	Kara	Malenfant
Immersion Program	Anne Charlotte Behler Karen Sobel	acb10@psu.edu karen.sobel@ucdenver.edu	Caroline	Fuchs	Margot	Conahan
Impactful Scholarship and Metrics Task Force	Rachel Borchardt Jennifer Beamer	borchard@american.edu jennifer.beamer@claremont.edu	Cinthya	Ippoliti	Erin	Nevius
Information Literacy Frameworks and Standards	Emily Drabinski Caitlin Elizabeth Plovnick	edrabinski@gc.cuny.edu plovnicc@seattleu.edu	Caroline	Fuchs	Mary Jane	Petrowski
Instruction Section (IS)	Susanna Eng-Ziskin Nikhat J. Ghouse	susanna.eng@gmail.com ghouse@american.edu	Caroline	Fuchs	Megan	Griffin

Board Liaisons - Sorted by Unit

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Leadership Recruitment and Nomination Committee - Vice-President	Sarah E. McDaniel	sarah.mcdaniel2@wwu.edu	Jon	Cawthorne	Megan	Griffin
Liaisons Assembly	Farzaneh Razzaghi	Frazzaghi@wcu.edu	Emily	Daly	Mary Ellen / Allison	Davis / Payne
Literatures in English Section (LES)	Nancy Marie Foasberg / Brian Flota	nancy.foasberg@qc.cuny.edu / flotabc@jmu.edu	Kim	Copenhaver	Megan	Griffin
Membership	Dawn Behrend / Dominique Turnbow	dawn.behrend@lr.edu / dturnbow@ucsd.edu	Jeanne	Davidson	Mary Jane	Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Rhonda Kay Huisman	rhondahuisman@gmail.com	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory-Past President	Courtney Greene McDonald	crmcdonald@colorado.edu	Lauren	Pressley	Erin	Nevius
New Roles and Changing Landscapes Committee	Jolie Ogg Graybill / Erin T. Smith	jog@umn.edu / smithet@westminster.edu	Jeanne	Davidson	Erin	Nevius
Politics, Policy and International Relations Section (PPIRS)	Elizabeth Lynn White / Erin Ackerman	elwhite1@uga.edu / ackermae@tcnj.edu	Kim	Copenhaver	Megan	Griffin
President's Program 2020	Anne-Marie Deitering	anne-marie.deitering@oregonstate.edu	Karen	Munro	Megan	Griffin
President's Program 2021	TBD	TBD	Jon	Cawthorne	Megan	Griffin
Professional Development - President Elect	Carrie E. Dunham-LaGree / Rachel Besara	carrie.dunham-lagree@drake.edu / rachelbesara@missouristate.edu	Jon	Cawthorne	Margot	Conahan
Professional Values	Peter Bremer / Dr. Tracy Elliott	pbremer@morris.umn.edu / tracy.elliott@sjsu.edu	Jacquelyn	Bryant	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	TBD	TBD	Lauren	Pressley	Sara	Goek
Publications Coordinating-Past President	Kristen Grace Totleben / Julia M. Gelfand	ktotleben@gmail.com / jgelfand@uci.edu	Lauren	Pressley	David	Free
Publications in Librarianship-Past President	Daniel Mack	dmack@umd.edu	Lauren	Pressley	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Veronica Reyes - Escudero / Petrina D. Jackson	reyesv@email.arizona.edu / pjackson@iastate.edu	Kelly	Jacobsma	Megan	Griffin
RBM -Past President	Richard Saunders	rsaunders@suu.edu	Lauren	Pressley	Mary Ellen	Davis
Research and Scholarly Environment	Nathan Frank Hall / Charlotte Roh	nfhall@vt.edu / croh2@usfca.edu	Cinthya	Ippoliti	Kara	Malenfant
Research Planning and Review	Allison Benedetti / Ginny Boehme	abenedetti@library.ucla.edu / boehmemv@miamioh.edu	Caroline	Fuchs	Mary Jane	Petrowski
Resources for College Libraries -Past President	Tammera Marie Race	trace@ncf.edu	Lauren	Pressley	Mark	Cummings
Science and Technology Section (STS)	Timothy W. Klassen / Rachel Borchardt	twklasse@ualberta.ca / borchard@american.edu	Kim	Copenhaver	Megan	Griffin
Section Membership Subcommittee	Shauna Borger Edson	shauna.borger@gmail.com	Jeanne	Davidson	Mary Jane	Petrowski
Standards	Willie Miller	wmmiller@iupui.edu	April	Cunningham	David	Free
Student Learning and Information Literacy	Nicole E. Brown / Alex R. Hodges	nebrown@berkeley.edu / alex_hodges@gse.harvard.edu	Caroline	Fuchs	Mary Jane	Petrowski
University Libraries Section (ULS)	Amanda R. Peters / Michelle Demeter	arforres@umich.edu / michelle.demeter@nyu.edu	April	Cunningham	Megan	Griffin
Value of Academic Libraries	Jill Becker / Amanda L. Folk	jkbecker@ku.edu / folk.68@osu.edu	Emily	Daly	Kara	Malenfant
Women and Gender Studies Section (WGSS)	Tara Baillargeon / Sharon Ladenson	tara.baillargeon@marquette.edu / ladenson@msu.edu	Jeanne	Davidson	Megan	Griffin

ALA Annual Conference 2019
ACRL Division-level Committee and Chapters Council Minutes

Committees
External Liaisons Committee
Immersion Program Committee
Membership Committee
Section Membership Committee
New Roles and Changing Landscapes Committee
Professional Values Committee
Publications Coordinating Committee
Academic Library Trends and Statistics Survey Editorial Board
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
C&RL Editorial Board
C&RL News Editorial Board
CHOICE Editorial Board
New Publications Advisory Board
Publications in Librarianship Editorial Board
RBM Editorial Board
Resources for College Libraries 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

Chapters Council
Chapters Council

Academic Library Trends and Statistics Survey **Editorial Board**

ALA Annual Conference 2019
June 23, 2019, 8:30-10:00 am Eastern time
Washington Hilton Hotel
Washington, DC

In Attendance
Beth Bernhardt, Georgie Donovan, Adrian Ho, Starr Hoffman, Janine Kuntz, Scott Lancaster, Cheryl Middleton, Linda Miller (virtual attendance), Mary Jane Petrowski, Devin Savage, Nancy Turner, Carl Thompson, Lindsay Thompson, Caryl Ward

Summary of Action Items

1. Respondents' comments and suggestions from the 2018 survey will be reviewed and the survey instructions revised as needed in an effort to increase the response rate.

2. Mary Jane will provide the OER survey created by Choice.

3. Editorial board members will review the OER questions compiled by the trends questions subgroup (see Appendix 2) and the survey questions from Choice.

4. Mary Jane will provide the editorial board with the EDI questions from Jennifer Nutefall's survey.

5. Editorial board members are welcome to review the faculty status analysis and send comments and questions to Mary Jane by September 30, 2019.

6. Devin and Jeanette will work on a program proposal for ALA Annual 2020 and submit it to the editorial board for comment by August 19, 2019.

7. ACRL Publications Coordinating Committee will be asked to approve a new vice-chair of the editorial board.

8. Adrian will circulate a roster for members to sign up for next year's assignments.

Meeting Notes

Overview of 2018 Survey

Lindsay from Counting Opinions thanked the editorial board members for their help with the 2018 survey. In short, the response rate has increased over the years. It was 48.2% in 2015 and 50.72% in 2018. This year's response rate for ARL libraries was 91%; that for the associate/community college category was up 20%. Lindsay distributed a handout about the overview, which is attached as Appendix 1.

Some Canadian institutions were not interested in participating because they did not have to submit data to IPEDS.

Suggestions for improving the response rate include:
- Providing a fact sheet or key metrics handout to participating institutions
- Sending a message from editorial board members to library deans/directors to encourage their libraries' participation at various points during the survey period.
- Providing examples of responses, e.g., infographics
- Extending the response deadline
- Continuously updating contact information for new library deans/directors as well as libraries that have closed

Action Item 1:
- Respondents' comments and suggestions from the 2018 survey will be reviewed and the survey instructions revised as needed in an effort to increase the response rate.

Potential Projects for Next Year

Editorial board can collaborate with University of Michigan iSchool students for an analysis of survey findings. The outcome would be an article in *College & Research Libraries News* in September, which would coincide with the announcement of the new survey.

Editorial board can inform ACRL committees of the survey findings. The committees may find the results interesting, e.g., the environmental scan intersects with the survey findings. That may lead to cross-committee collaborative work on articles and/or presentations to disseminate the survey findings more widely.

The majority of the libraries that completed the trends survey had not yet tried to find a correlation between student success and the use of library resources and services. Editorial board could propose that the University of Michigan InfoLab students perform an analysis.

Trends Questions for 2019 Survey

Nancy provided an update on a subgroup's work on next year's trends questions. The subgroup members thought that equity, diversity, and inclusion (EDI) is complicated and it is hard to boil it down to 10 questions. They made suggestions for trends questions about open educational resources (OER). See Appendix 2 for details.

Mary Jane pointed out that Choice had spent a considerable amount of money on developing an OER survey instrument, which she offered to obtain and share with the group.

Editorial board members will review OER questions from the trends questions subgroup and the survey created by Choice.

Action Items 2 and 3:
- Mary Jane will provide the OER survey created by Choice.

- Editorial board members will review the questions compiled by the trends questions subgroup (see Appendix 2) and the survey questions from Choice.

Mary Jane proposed using Jennifer Nutefall's EDI survey as the basis for a trends questionnaire and in this way support ACRL's core commitment to EDI. Editorial board members will review those questions, which will be reserved as the trends questions for the 2020 survey.

Action Item 4:
- Mary Jane will provide the editorial board with the EDI questions from Jennifer Nutefall's survey.

The 2019 ACRL survey will launch at the end of September. Carl from Counting Opinions will test the trends questions using the system before the launch.

Update Session on June 23

The update session in the afternoon will provide information about the 2018 survey. The information can be distributed further after the conference.

University of Michigan Student Project

ACRL had collected data about academic librarians' faculty status as part of the ACRL Academic Library Trends and Statistics Survey every ten years (including 1999, 2008, and 2017). Three UMich students analyzed the data and prepared an analysis using a visualization tool to show the findings. Mary Jane said that academic librarians' faculty status is the most common question she has received, followed by questions about space and facilities. Before ACRL publishes the report as white paper, an additional review by the Editorial Board is needed.

In sum, community colleges saw the largest increases across all dimensions of faculty status. The great recession slowed the growth rate across all dimensions of faculty status.

Mary Jane had made the faculty status analysis available via ALA Connect:
- Analysis document: https://connect.ala.org/acrl/viewdocument/academic-library-faculty-status-dat?CommunityKey=c7cf6de7-874e-46ad-9542-ce078022b1f6&tab=librarydocuments
- Analysis appendix: https://connect.ala.org/acrl/viewdocument/appendix-a-tables-and-figures-for?CommunityKey=c7cf6de7-874e-46ad-9542-ce078022b1f6&tab=librarydocuments

These documents are also accessible by logging in ALA Connect and opening the "Faculty Status Analysis" folder.

She would like editorial board members to read the analysis and provide feedback. The UMich students will be available to answer questions in case there is any.

Action Item 5:
- Editorial board members are welcome to review the faculty status analysis and send comments and questions to Mary Jane by September 30, 2019.

Changes to Survey

There can be changes with regard to which version of COUNTER to use and consortial collections. We can seek input from Britain regarding the use of COUNTER 5.

Program at ALA Annual 2020

Devin and Jeanette Pierce had volunteered to work on a program proposal for ALA Annual 2020. The topic could be about how libraries/librarians use the survey statistics. Mary Jane mentioned that colleagues at CUNY are good at making use of the statistics.

The proposal will be due in late August. More information is available from this FAQ: http://www.ala.org/acrl/conferences/confsandpreconfs/annual/annualprogramsfaq

Action Item 6:
- Devin and Jeanette will work on a program proposal for ALA Annual 2020 and submit it to the editorial board for comment by August 19, 2019.

SCOE's Suggestions for Changes to ALA

SCOE's suggestions include getting rid of the ALA Council. Editorial board members are encouraged to provide feedback to SCOE.

Editorial Board for 2019/20

Georgie will step down but stay on the editorial board. Adrian will become the chair; a new vice chair will be appointed.

There will be a roster for members to sign up for next year's assignments.

Action Items 7 and 8:
- ACRL Publications Coordinating Committee will be asked to approve a new vice-chair of the editorial board.
- Adrian will circulate a roster for members to sign up for upcoming assignments.

The meeting was adjourned at 10:00 am

2018 ACRL Survey Overview

3,403 unique institutions were invited to submit their data to ACRL. We have 4,476 listed institutions but some don't have valid email, have asked to be removed from the survey (very small, no staff, not interested), or are submitting with another campus.

1,703 locked their 2018 ACRL survey form. In 2017 1,661 libraries locked their ACRL survey form and in 2016 we had 1,525 locked forms.

Carnegie Classification	# of libraries reporting	# of libraries in CC	Response rate (%)
Associate	465	1,071	43.42
Baccalaureate	369	933	39.55
Master	520	910	57.14
Doctoral	372	489	76.07
Total	1,726	3,403	50.72

91 of 115 **ARL** libraries responded. (86 in 2017)

1,119 institutions have downloaded their **IPEDS** file through the ACRL survey. (939 in 2017)

12,972 reports have been run in the past year (this number excludes reports run by Counting Opinions)

Invitation and reminder emails were sent using LibPAS (the tool used to capture the survey data) as well as another email platform. We varied the tool for invitations and reminders to ensure we reached the maximum number of people (if one email service went to spam the other might not). Calls were made to ACRL*Metrics* subscribers to remind them to participate in the survey as well as ARL libraries and consistent contributors.

We've received **262 calls** since the survey opened and responded to **618 emails** requesting anything from change of contact information to survey definition clarifications.

The survey invitation was sent on September 17, 2019 (LibPAS)

Reminders were sent on:
April 9, 2019
April 2, 2019
March 26, 2019
March 15, 2019
February 28, 2019
February 12, 2019
January 29, 2019
January 15, 2019
November 13, 2018
October 23, 2018
Final Deadline was April 11, 2019 to coincide with IPEDS

ACRL Cummulative data points
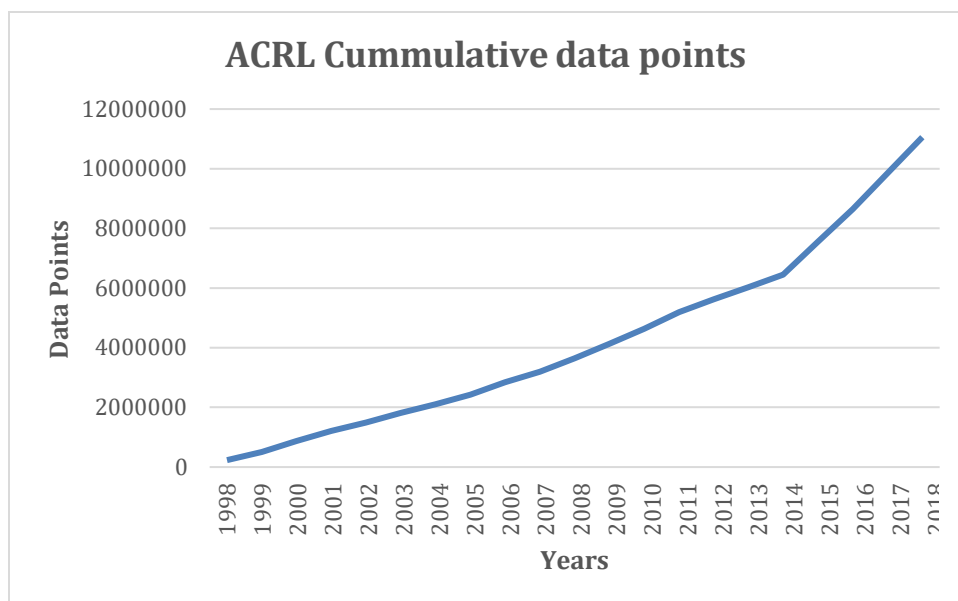
10 Most commonly used data elements:

Usage	Indicator	Logic Model	Aspect of Service
19,350	Carnegie classification	CONTEXT	CONTEXT
9,802	Librarians # of FTEs	INPUTS	STAFF
8,667	Total # of Staff FTEs	INPUTS	STAFF
8,165	Total materials/services expenses	INPUTS	MATERIALS
8,015	All other paid staff # of FTEs	INPUTS	STAFF
7,670	Total professional staff # of FTEs	INPUTS	STAFF
7,486	Other professional staff # of FTEs	INPUTS	STAFF
7,375	Student assistants # of FTEs	INPUTS	STAFF
7,144	Total salaries and wages (excluding fringe)	INPUTS	STAFF
6,833	Librarians salaries and wages (excluding fringe)	INPUTS	STAFF

ACRL Annual Trends and Statistics 2019
Update for ALA Annual, June 23, 2019

Subgroup Membership:

Tiffany Garrett
> tiffany.garrett@nsc.edu
> **Nevada State College**
> Assistant Director of Library Services

Scott Lancaster
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> **Texas A&M University-Commerce**
> Associate Librarian, Research & Instruction

Jeannette Pierce
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> **University of Missouri Libraries**
> Associate University Librarian for Research, Access, and Instructional Services

Jason Dupree
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> **Southwestern Oklahoma State University Al Harris Library**
> Director of Libraries

Nancy Turner
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> **Temple University Libraries**
> Associate Director for Organizational Research & Strategy Alignment

Trends Topic: Open Educational Resources

Provide definition of OER

Definition of OER

"Open Educational Resources (OER) are teaching, learning and research materials in any medium – digital or otherwise – that reside in the public domain or have been released under an open license that permits no-cost access, use, adaptation and redistribution by others with no or limited restrictions."

https://en.unesco.org/themes/building-knowledge-societies/oer

1. Is OER an initiative on your campus?
Yes/No

2. If yes, who leads OER initiatives on your campus?
- The Library
- University Committee/Taskforce
- Instructional Technology Office
- Office of the Provost
- Schools or Deans
- Individual faculty members
- Other:

3. How does your library engage with its community around Open Educational Resources (select all that apply)

- Training for faculty

- Information about OER on website or library materials

- Support for Identification of resources available for use in OER

- Addition of OER to Library catalog

- Publication of OER on behalf of faculty

- Promotion of OER on behalf of faculty

- Other:

4. If your library supports the creation and publication of new Open Educational Resources, please describe what form this support takes

5. Does your library fund OER initiatives.

Yes/No

6. If yes, what form does this support take (i.e. incentives for faculty to develop OER)

7. If yes, how much money was allocated from your library budget to OER initiatives in the past fiscal year?

8, How much do you estimate that your library's OER initiatives have saved students in the past fiscal year.

- No OER initiatives or data not available
- Less than $50,000
- $50,001-$250,000
- $250,001-$500,000
- $500,001-$1,000,000
- More than $1,000,000

9. Does your institutional repository house OERs?

Yes/No

10. Do you have one or more position descriptions with OER as a primary job responsibility? If yes, please describe.

Student Learning and Information Literacy Committee

Meeting
Saturday, June 22, 2019
4:00 - 5:30 p.m

HIL – Washington Hilton 1919 Connecticut Avenue NW
Embassy Room
Attendance: 12 Committee Members

<u>Minutes</u>

1. Welcome & Introductions (Galoozis/Brown) (5 minutes) [4:00-4:05pm]
2. Report from Leadership Council and Board meeting (Galoozis/Brown)
3. Conference — 2 sessions: Discussion + Panel (Learning Analytics) — 1:00 (Sponsored workshop SoTL)
4. Announcements
   a. Next year's committee leadership and composition:
      i. Nicole Brown will be Chair
      ii. Alex Hodges will be Vice Chair
   b. Robin Brown will represent SLILC as a selector for the Value of Academic Libraries (VAL) Travel Scholarships for 2019-2020.
5. Activity [4:15-4:45]
   a. The Committee engaged in an affinity mapping exercise to shape next year's SLILC Work Plan.
   b. Large group share report back and discussion [4:45-5:15] (Galoozis/Brown)
      i. What categories do we have broad consensus on?
      ii. Where is there a lot of variation?
      iii. Next steps and ideas
6. Next steps from Chairs [5:15-5:25]
   a. Coming up
      i. July 16 — End of Year Report
      ii. August 9 — New Work Plan
      iii. Late August — SLILC-sponsored proposals for ALA 2020
   b. Reaching out to Committee for preferences
   c. Orientation meeting in August/September
7. Wrap-up and thank you! [5:25-5:30]

ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board

ALA Annual Meeting

Sunday, June 23
1:00 pm – 2:00 pm
Washington Hilton, Jay

Meeting Notes

Attendees: Anne M. Casey (Co-Chair), Eric Kidwell (Co-Chair), K.T. Vaughan, Mary Jane Petrowski, Charles Forest, Lindsay Thompson, Carl Thompson, David Zenk

1. Introductions

2. Survey #1 (Baseline) field test was launched one week ago, there have been 76 responses from the 300 groups that have been invited to test the survey. The test will be open for 4 weeks. It was clarified that groups are not being asked to enter information, rather it is a survey of the survey. Based on the outcome from the field testing we hope to launch Survey #1 in September 2019 and have it run through February 2020. This is aligned with the ACRL Trends and Statistics Survey schedule.

3. Committee meetings in the upcoming year will continue to use Zoom for virtual web conference meetings, the intent is to have monthly sessions. It was proposed that we use Doodle poll to find meeting times that group members can attend. The next session will be the end of July 2019.

4. Survey #2 (Renovations/Projects) and Survey #3 (Future) will be field tested at the same time. It was proposed that Survey #2 be revised to follow the same formatting that was established for the proposed Survey #3. We will use the same field test groups again. Field testing for Survey #2 & #3 will be planned for Spring 2020, we can gather feedback by the annual ALA conference and the final two Surveys can then be launched September 2020.

5. Our committee will publish a report following the collection of the survey data each year in March. At the Mid-Winter ALA conference there will be the opportunity to market and publicize the survey. Institutions will need to subscribe to the Academic Library Facilities Survey to be able to review peer institution data and make comparisons.

6. The Research Guide has been updated by Le Yang in the last year.

Chapters Council

ALA Annual Conference Meeting - DRAFT minutes

June 23, 2019 8:30-10:00 AM EDT

Attendees:

Ed Rock (Chair), Lisa Nickel (Vice Chair), Jessica Brangiel (Delaware Valley, interim note taker), Lucy Wittkower (Virginia), Sandy Schiefer (Missouri), Anne Rauh (Easter New York), Sofia Slutskaya (Georgia), Kim Copenhaver (Legislative Representative, Florida), Gayatri Singh (California), Stacey McKenna (Ohio), Gina Levitan (NYC), Sara Arnold-Garza (Maryland), Steven Bowers (Michigan), Rachel Minkin (Michigan), Monique Oldfield (Michigan), Lee Wagner (Wisconsin), Edward Kownslur (Texas), Cara Berg (New Jersey)

Welcome:

Introductions were made by Chair, Ed Rock. Lisa Nickel will be the incoming chair on July 1 and Ed will move into the past chair role at that time. Ed provided a quick review of the February 2019 working session held virtually using the Zoom platform.   Feedback on this format was positive and there were approximately 20 attendees. There is a chat transcript of the meeting available if anyone is interested. While Zoom allows for meetings to be recorded the February 2019 meeting was not recorded as it was a pilot of the virtual meeting format. Minutes from the February 28, 2019, working group meeting were reviewed and approved.

ACRL Leadership Update:

Mary Ellen Davis, Lauren Pressley & Karen Munroe

Lauren (ACRL President) provided a brief review on the SCOE (Steering Committee on Organizational Effectiveness) update provided at the ACRL Leadership Council meeting that took place on Friday, June 21, 2019.   The SCOE group is working on a new model for ALA with some significant proposed changes, for example reducing Council from over 100 people to a group of 17.   SCOE is looking at different structures for divisions as well. This could have an impact for the future of ACRL. Lauren encouraged Chapter Council members to get involved. The SCOE group is looking for feedback on the current proposal now.   Webinars updating members on the progress of SCOE will also be held after conference in July.   There is a SCOE Connect community which is open to those who join this group. Ed will send out to the Chapters Council list information regarding the dates of future webinars on SCOE.

Karen Munro (VP, Incoming President) provided an update on the EDI (equity, diversity & inclusion) work being done by ACRL. How can this information be communicated better to chapters? What support do chapters need from ACRL in regards to implementing EDI? Karen has also been working on making appointments with an eye to EDI. The new volunteer forms included space for more questions to capture demographic information to aid in benchmarking appointments in regards to EDI. However, since appointments are staggered ACRL will not learn as much this year but the information will prove valuable in time. Karen will be including an update on ACRL Insider regarding work around EDI. More information about EDI initiatives can be found on the [ACRL website](#) and [libguide](#).

Ed mentioned that the presentation by Anne Phibbs, Founder and President, Strategic Diversity Initiatives, at Friday's Leadership Council meeting was useful. Ed will share out the slides provided at that meeting to the Chapters Council list.

Chapters Council members then provided brief updates on EDI initiatives taking place within their chapters:

Lisa mentioned that the Virginia chapter has done programming around EDI and social justice with positive turnout.

The Georgia chapter found the ACRL webinar on microaggressions to be very helpful with many people attending. It was a simple and low cost programming option.

The NY chapter's annual symposium is taking EDI into account in its speaker planning process.

Mary Ellen Davis (Executive Director) provided an update on ACRL research on why members join the division. Four main themes emerged 1) personal choice to get involved and be engaged, 2) institutional support and an organizational culture that supports getting involved, 3) found the association provided good information and resources relevant to the member's work, 4) the social factor, feeling connected and engaged. [Project Outcome](#) is available to chapters and free training is available. Over 1000 individuals and 140+ academic libraries have signed up so far. It is an easy to use tool. ACRL [provides travel scholarships](#) to support librarians to present their research at non library conferences. Topics around ACRL strategic goals are particularly successful in obtaining grants. Reminder that Choice offers free webinars and podcasts check out the [choice360 website](#) for more information under the "librarianship" menu.

The new ACRL staff liaison for Chapters Council is Lauren Carlton. What questions do chapters have for ACRL?

From Eastern NY - any suggestions for getting folks to run for the chapter board positions? One barrier has been the need for officers to also be ACRL national members making chapter board positions cost prohibitive. Can ACRL provide any information on the Western NY chapter? Eastern NY isn't sure it's active and would like to inquire about program collaboration.

NJ chapter has had issues getting their chapter roster. It would be helpful if ACRL made it easier to pick your chapter when you register for ACRL membership.   Response from Davis unfortunately since registration is handled completely through ALA, ACRL doesn't have control of that process.

Update from the State Ecosystem Task force of the committee on library advocacy

Rachel Minkin & Steve Bowers
This committee is made up of members from all different ALA divisions (PLA, ACRL, school media specialists) and they are charged with building a stronger coalition among libraries at the state chapter level.   A survey will go out soon to the chapter list on the state ecosystem initiative and the goal of connecting libraries across each state.   The committee is looking for examples of strong state ecosystems, Texas is one model.   From the survey data the committee is interested in building a toolkit to provide to other states. Committee has set a goal to complete its work by Spring 2020.

Election of new officers:
Jessica Brangiel running for Secretary, Ali Larsen running for Vice Chair.   Meet the candidate information went out on the Chapter list prior to Annual.   A motion was submitted to approve the slate of candidates from Eastern NY and Wisconsin seconded. Motion passed to approve the slate and the candidates were approved for the new positions.

Quick reminder for those interested in running in future Chapter Council elections candidates must be current board members of their local chapters.

Presentation of academic libraries perceptions of participation in state associations:

Lisa Nickel (William & Mary, Virginia Chapter) & Lucy Wittkower (Old Dominion University, Virginia Chapter)
Nickel and Wittkower undertook a nationwide survey to research how people were engaging in their local chapters, seeking to find out the benefits and/or barriers to participation. They will be sharing their slides to the Chapters Council list.

Highlights: 461 participants from 41 states. The largest group of respondents was from librarians with 6-15 years experience and the second largest group was from those with 16-30 years of experience. Responses came from a variety of institutions from 2 year to 4 year doctoral granting institutions. Faculty status was held at a ratio of 60:40 yes to no and the same ratio of 60:40 yes to no was found in response to the question if participation in service to the profession was mandatory at the respondent's institution.

Regarding engagement most respondents preferred large face to face conferences over virtual conference options. This was a surprise to the researchers. The top three barriers to participation included not having time to participate, prohibitive membership dues and the cost of travel. Other barriers that the survey revealed included understaffed libraries and disorganization of state chapters.

Big takeaways from the survey were that individuals want to participate and are seeking leadership opportunities and networking connections but they need both time and money to be successful.

A question was asked about obtaining state level survey data. Get in touch with Lisa and Lucy if you are interested.

ALA Connect:
Ed updated the group that Connect is now completely public. If anyone is having problems joining the Chapter Connect group get in touch with Lauren Carlton.

Announcements:

Please submit your chapter reports to Megan Griffin or Lauren Carlton by July 19, 2019.

SCOE will be holding additional feedback sessions at Annual after the Chapters Council meeting as well as virtually in July. More information will be shared on the Chapters list.

Leslin Charles has accepted another one year appoint to the Editor position of the Chapters Topics LibGuide

Edward from Texas has agreed to be the Chapters list administrator for a one year term.

Meeting Minutes
ALA Annual meeting, Washington Hilton Hotel, Columbia Rooms 8-11,
Washington, D.C., June 23, 2019, 8:30am to 10am

Members present: Dalia Corkrum, Tracy Coyne (recorder), Amanda Folk (Chair),
Diane Klare, Clay Williams

From Choice, present: Mark Cummings, Bill Mickey, Deb Villavicencio-Eschinger

The meeting was called to order by Amanda at 8:33 am. Tracy was appointed
recorder. Clay reviewed the Midwinter 2019 minutes and asked for any
corrections. One correction was noted to paragraph four (begins with
Mitigations): the minutes should read "licensing revenue is holding up" instead of
"licensing revenue is holding u". The correction was noted and the minutes were
accepted.

Mark began with a review of the Publisher's Reports and the year-end financials.
Two salient features of the revenue forecast are that we took a $316K write-down
of *Open Choice* expenses. This led to a serious shortfall to budget, but expenses
nonetheless will come in some $120K better than last year, and our net operating
income *before* the write-down will actually finish some $60K better than prior
year and a little over $80K better than the average over the past four years.

The other, bigger problem is on the revenue side, and in particular, advertising
revenue. Three years ago we had $450K in revenue for Choice ads but this year it
will be $273K. We are taking steps to increase revenue through a more vigorous
ad campaign. We had partially remediated lost revenue through webinars,
webcasts and white papers. We've had 80,000 registrants over the last four years;
about 40% attend. Podcasts have been very successful, especially at ACRL.

Subscriptions are holding a bit below budget but have not performed as well as
we thought. Miscellaneous sales are on budget. We sold $118K last year in book
sales; this year, we sold $90K—so that revenue stream is suffering. *Resources for
College Libraries* brought about $145K in subscription revenue this year and $15K
in licensing; this latter used to bring in $130K. Overall, with ads down and factors

beyond our control (ProQuest), we have a shortfall. Good news: last year through a series of events our net asset balance increased by $525K, and we expect to finish this year with a NAB of around $2.4MM.

It was asked: What is the potential from EBSCO? EBSCO used to license *Choice Reviews* (in 2008) and then they canceled; so, the only revenue now is their licensing of the Outstanding Academic Titles list and, more recently, licensing of Choice reviews in GOBI. Also, they are now the exclusive sales agent for *ccAdvisor*. It's too soon right now to know whether this will be successful. The Board asked Mark's opinion on this. He mentioned that he started at Choice six years ago with a mission of reviving the brand. Since that time the use of reviews has diminished and there have been fewer purchases. We are not in freefall but things aren't performing as we had hoped. We have a fairly stable subscription base and we also have a growing number of people who visit our free content—about 30,000 right now. We are looking at how we can strengthen our non-subscription business and our brand. The problem is we don't know what this means for revenue, especially in a world where people don't pay for content anymore.

We are mission driven and are not expected to make a surplus, but are expected to be self-supporting. It was asked if there has been discussion of making Choice content free for ACRL members. Yes, this has been considered, but advertisers would not make up the difference of lost revenue. One of the reasons is that they no longer place emphasis on space ads. We'd need to change the editorial content to appeal to those who are not buying books for libraries and we are not all the way there yet in our rebranding. We've run the numbers but can't make it work—we'd lose $400K in magazine subscription revenue, $90K for Reviews on Cards, and close to $700K for Choice Reviews, a total of $1.1MM, a death blow to the unit. The money that we pay to ALA for salaries, rents, and software -- those are all big bills. We pay our own expenses. If we weren't paying overhead plus the expenses of maintaining our own facility we'd be in much better shape

Mark concluded the financial report and handed off to Bill for the editorial report. Bill acknowledged and thanked Clay for his service to this committee; this is his last meeting. Bill began by mentioning that staffing numbers at Choice are almost at full capacity. Bill was happy to report that we have just hired a social science editor. The science and tech editor resigned; an offer was made to a candidate and we are still waiting to hear if it will be accepted. Bill mentioned that we might

be changing some editorial processes with the new staff members. Deb and Bill have expanded the intern program. There is a lot of strength in the editorial staff: member David Durgin celebrated 25 years of copy editing and Choice is fortunate to have Becky Bartlett, who has a wealth of institutional knowledge.

Bill mentioned that we've begun the relaunch of Choice360.org to flip the model from a marketing oriented site, where we discuss our products, to one where we display more free content (e.g. blog and comment area). We've outgrown the content management system used for Choice360. We want to turn the site into more of a destination (e.g. webinars and podcasts) and make that the focus of the site. We want to greatly increase the volume of traffic and engagement of the site. There are about 30,000 individuals that engage now. We would like to get more sponsorships and revenue with this newly designed site. This will also help us with data management. We want a more centralized data-collection platform to see how our audience is using the content.

The white papers are doing really well – we are almost at 3,000 downloads of the three white papers we've published so far (marketing; OER, and institutional repositories); the fourth paper is being written (is case-story oriented), and the fifth one is in the pipeline: the topic is research data services. Year-to-date, there have been almost 11,000 registrants for webinars with 40% attendance; these are doing well. Podcasts are a highlight: we've had almost 90 episodes over the past two years. We will be looking at the next phase for these. The podcast editorial format has been an interview style, where we talk about a specific topic. Now we are doing a more narrative style, where Bill might narrate and intersperse it with his comments and quotes to make it more of a storytelling event. We are trying to make it more interesting and fun for the sponsors. At ACRL in April we had sponsored podcasts that we recorded on site with a mobile broadcast booth. Those episodes performed really well so we want to do more live podcasts. We are at more than 3,000 downloads per episode. The comment was made that this indicates that not just collection librarians are engaged with our products. Yes, says Bill, and the same is true for our white papers. So the question is: how do we optimize this part of our audience? How do we continue to generate content for this audience? And how do we create an integrated approach?

Bill continued with a report on social media which is doing better, thanks to Deb. The editorial staff is helping with those, so content is much richer than in the past. We met with the Connecticut Library Association to see what we could do to partner with their event. Perhaps we could provide a webinar host for their annual meeting on library marketing. It was asked that if this is successful, could we do this with other partners: perhaps at California or Texas library state conferences, and at ACRL New England? It was suggested that the New England meeting would be good for Bill to attend since it would not be far to travel. It was asked if we considered doing a podcast at ALA. Bill said yes, that Deb and Bill did talk about it, but wanted to see how ACRL went first; the deadlines were too tight to commit to doing one this year. It was suggested that the Public Library Association conference also would be a good place for a podcast and that the California community college system might be receptive. The Life of a Conference interview could be a topic.

Next, Bill covered the strategic outlook. We have the opportunity to enhance the value of Choice brands to membership with our freely available content. For 50 years Choice has focused on its book review service. In 2015-16, Mark wanted to rebrand and expand. Now, with our free access, we've built up to 30,000 individuals who have a wider array of job titles than we've seen in the past. From a content perspective, what can we offer these people? There is a much larger audience for us now. We want to relaunch Choice 360 for professional development; we hope to create a new revenue stream. We want to grow podcasts by introducing new editorial formats. We want to publish more white papers and trend reports to meet the needs of our audience who want to know what is going on in their market.

Advertisers are getting more sophisticated—they want one-to-one marketing opportunities—they want us to segment our audience for them so that they can see return on investment that is very specific. Traditional forms of advertising just are not as exciting to our advertisers anymore. We are beginning to offer advertisers a cross-platform approach (e.g. podcasts and white papers). It was asked if advertisers are also under more pressure. Yes, says Bill, they want to reach more people from different angles and they have to justify their marketing dollars and efforts with real results. Deb commented that brand awareness is not

cutting it anymore; the advertisers need conversions. As far as subscriber privacy policy, Deb says we push back at sponsors if they are asking for info that would violate the privacy of our subscribers. Bill said that editorially we make sure the content of the podcast is good and not just commercial. We are more successful with vendors when we offer to have them sit in on the podcast as part of a team approach. Mark commented that we use the term underwriting for our white papers, underscoring the fact that all editorial work is done in-house; none by the sponsor. Topics can be suggested by sponsors, but they don't get to write or edit. We've discussed this with the ACRL board at great length.

So the goal, said Bill, is a more cohesive product along with our subscription products. We are also trying to stay aware of what ACRL is already doing and fit our products in and partner with them. It was asked if all content is being preserved. Deb confirmed that it is and that it is all archived on the website. Bill said that we want to model ourselves on the *Scholarly Kitchen*; the idea is to get a stable of people who are well known and who can help us and be identified with us to do thought leadership. Mark noted that we are trying hard to move beyond collection development. It was asked whether we are trying to move to the larger topic of scholarly communication. Mark answered that yes, we are. We also want to appeal to instructors: the idea would be to open up our reviews archive with an embargo period. We want to attract people who read the *Economist, Times Literary Supplement,* and similar publications. It was asked if we have contacted ALA interest groups to see if they would have ideas. Yes, says Bill, we have interviewed someone from an interest group and they did a podcast for us but Bill agrees, it is a good idea. Mark says he speaks weekly with Mary Ellen about where the intersection is between ACRL and Choice. We want to see how we can add value to ACRL.

It was asked if we have thought about price elasticity (e.g. download limits that online newspapers enforce or requiring payment of a nominal fee to access an archive). It was suggested that perhaps this revenue would not be adequate. Bill mentioned that we could try tiered pricing and access. If we ramp up our research (like Ithaka), we could write reports that could help our revenue. It was mentioned that this is tricky; after you've received something for free for a long time, especially with open access being so big now, it's difficult to change. It might

be preferable to allow access to the back files. It was admitted that it would be a hard sell to ask subscribers to pony up money out of their own pockets to purchase professional development content.

In closing, Mark requested that this board have an autumn conference call, probably in October. The topic of the call would be "How can Choice be a discovery platform for open access materials—especially in the magazine?" It was asked, could there be a monthly feature devoted to open access? It was mentioned that OCLC is spending a lot of money on this topic now and Bill says GOBI also is doing this. Mark agreed but if we could package this with our subscriber base we could really do well.

It was mentioned that there will be no board meeting at Midwinter in Philadelphia but we will have a virtual call in November or December. Also, there will be no ACRL or Choice booth at Midwinter in Philadelphia.

The meeting adjourned at 10:00am.

Respectfully submitted,
Tracy Coyne, Northwestern University

_C&RL_ Editorial Board

Meeting

ALA Annual Meeting in Washington, DC

June 23, 2019 at from 8:30 to 10am

DRAFT MINUTES

In attendance: John Budd, Brad Warren, Ellen Filgo, David Free, Wendi Kaspar

1) Announcements and Thank you to the Board Members

2) Journal Activity Report
    a. Activity and submission report (handout) – Wendi, David
    b. Social media report (handout) – Ellen Filgo

3) Formalization of Reviewer Credit (handout)

   Discussion of formalizing ReviewerCredit into C&RL process and system. Plan to incorporate the plugin when the journal upgrades to OJS 3.0 (in a few months)

4) Adoption of CASRAI Credit Taxonomy (handout)

   In an effort to promote transparency in research and encourage appropriate acknowledgement of reviewer roles (as well as avoid any author disputes), there board discussed the adoption of the CReDit taxonomy. There were concerns that his taxonomy may be to granular in the roles (or not granular enough). There was a suggestion to look at JAMA framework. Based on these models, the editor will draft potential author/contributor roles for consideration and instructions for the Board to review and potentially adopt.

5) Discussion of Article based publishing

   The Board discussed the possibility of article-based publishing (ABP) vs the current model with mirrors a print subscription format. There was acknowledgement that this would have implications for the publication process (and ACRL staff). In addition, if the benefit of ABP is to shorten the timeline from acceptance to publication, there were concerns that there is a need to have material in the pipeline to account for any problems/situations that might occur and effect the number of papers being submitted or going successfully through the review process. Note, the editor is comfortable with a 6 month pipeline from acceptance to publication.

6) Enhancement of journal content/presence

Some changes to the guide and instructions to authors were discussed, particularly the discontinuation of the word "blind" to refer to the review process. It was replaced with anonymized.

Regarding social media, the social media editor is ready to start doing podcasts with authors. She thinks that the VAL issue may lend itself to compelling podcasts.

7) Other efforts

There will be a Special issue (April 2020?) on the Value of Academic Libraries, guest edited by Jill Becker and Sara Goek. They chaired the committee (RESEC) that gave out grant money on the topic and. The CFP for the special netted 21 proposals including some from those grant recipients. They accepted 11 proposals and expect some attrition from when the final papers are submitted and accepted. They have decided to use a developmental peer review for the paper process.

There is also a plan for a Special issue in 2022 on Open and Equitable Scholarly Communications: Creating a More Inclusive Future. Yasmeen Shorish and Nathan Hall are chairing RESEC and will be using a model similar to Becker and Goek's (call for grant -> grant awards -> call for proposals -> proposal acceptance -> developmental peer review for papers). Nathan Hall will be editor of the special issue.

8) Other business

a. Author Ban - Editor briefed the Board on a situation with an author that has arisen and the advisability of a banning them for a defined period of time. This particular author has submitted 7 or 8 articles since January 2018, some single author and some co-authored. The author consistently does not follow the author guidelines (not using CMOS format) and does not attend to the reviewer comments on revisions. The primary concern is that the author submitted a paper that is almost identical to a chapter (he authored) in a book published in 2019. Note that when authors submit a paper to C&RL, they must agree to several statements including:

"The author or authors affirm that:

- This submission has not been formally published in another publication;

- That the information and data provided herein are original unless appropriately attributed; and

- No other individuals deserving of authorship have been omitted from this submission."

Looking at cases and standards from COPE (https://publicationethics.org/) and ICMJE (www.icmje.org), a ban of two years would not be unreasonable based on the multiple submission situation (and the fact that the author agreed to it but did it anyway). Editor will draft a letter to be reviewed by D. Free.

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b. Briefing on author dispute – There was a complaint made regarding a published article alleging a failure to appropriate credit, non-inclusion of participants on the study as authors on the paper and the "misrepresentation" of roles and results.

   Published paper (had been a preprint) prompted a complaint to the editor about the Editor informed ACRL and initiated a query with the author to respond to the complaint; author responded and editor asked for clarification and more information from both parties; editor found that there was no clear misrepresentation of roles and that the findings were appropriate. Editor offered to broker an addition of an acknowledgement (which complainants declined) and reminded them that they had the opportunity to submit their own findings to a journal for review.

c. Preprints update - Because C&RL no longer does preprints (there are only about 3 left on the web site), the acceptance message has been modified to let authors know they can upload the accepted version into the repository of their choice. The editor has not received any negative feedback about the discontinuation of preprints.   The Social media editor offered to promote accepted articles (with links to the appropriate repository) through retweets if the authors tag C&RL.

d. Guest editorials - The editor invited the board members to contact her about writing a guest editorial if there is any interest. The November editorial will be a guest editorial by a library school student (also a SPECTRUM Scholar) which will discuss EDI in their attraction to the profession and subsequent experiences as a library school student and in the workplace. Budd agreed to review guest editorial and provide feedback.

   Two editorial board members have also indicated interest in authoring guest editorials.

e. Editor succession – The current editor's term will go through June 2022. To account for time to post the position, review applications and select a candidate as well as ensure a year for the transition of an incoming editor to learn the OJS system and the process, the position will likely be posted around Midwinter or Spring of 2020 with interview in the Fall of 2020 and a decision made in Spring of 2021. PCC will set priorities for the search and draft the position description. The search committee will be pulled from the Editorial Board and PCC with D. Free serving as ALA rep. The current editor will provide input as needed (but not serve on the search) and will help recruit good candidates (which she is already doing).

f. Board meetings - There was discussion about the attrition in the number of members able to attend the Editorial Board meetings at Annual (6 in 2018 and 5 in 2019, including the editor, social media editor and C&RL News editor). While the face to face is appreciated and valuable, it is difficult to make decisions without more members. Since the Midwinter meeting is already virtual, there was general

agreement that the Annual meeting also move to a virtual format. I would propose 3 virtual meetings per year – in April, August and November.

2019 Annual Meeting Minutes
July 14, 2019 @ 11-12 Pacific / 1-2 Central / 2-3 Eastern
In attendance: Julie Adamo, Heidi Burkhardt, Emily Daly, Amanda Dinscore, David Free, Cheryl Middleton

Adoption of agenda and appointment of recorder
● Julie and Amanda will take minutes

Transitions
● Those cycling off (Amanda Dinscore, Emily Daly).
● Thank you to Amanda for two terms as an editorial board member and one as chair, Emily for two terms as an editorial board member and for assuming the role of incoming chair.
● Those joining (Reabeka King-Reilly, Amanda Nichols Hess, Heidi Steiner Burkhardt – chair).

Editor's report and discussion, including:
●   Questions/comments
      ○ Many of the most popular articles listed in the 2019 Annual Conference Report are fairly old, is this typical?
      ■ David: Yes, pretty typical. Many of these are reviews of/links to internet resources, probably getting used on LibGuides or in course materials. Some of the top ones are perennial is the most popular articles list; the greatest hits tend to be the greatest hits. David sometimes trims the ones that constantly show up to showcase fresh content in promotional things like table of contents emails.
      ■ Great job, C&RL News is a solid publication.

Review of recent issues
● Revenue and expenses are on budget.
● Digitization of backfiles - Waiting for OJS to move our content over. Will release backfiles in reverse chronological order as they are available. All has been paid for, just waiting for OJS to move content. Issues from 2004-present have been available both on the old HighWire Press site and the current OJS site. C&RL News started in the mid-60s (1967) as part of C&RL! Would be interesting to post some of the old content on social media when it's available online. David noted that there are some topics that were similar in earlier years as they are now, sometimes with just a slightly different angle.

Report on readership statistics and trends
● Some people are still subscribing (and paying for) print, but there is an expected, ongoing decline in non-member subscriptions since going OA.
● There was odd stuff going on with website usage statistics beginning of last year, but it's been worked out.
● Online usage statistics were a little low in April, perhaps people were focused on ACRL 2019?

Future covers and potential topics and authors
● Keep your eyes out in your local communities, at conferences, etc. for potential content. Feel free to

reach out to potential contributors or let David know. Poster presentations can be especially fruitful as potential C&RL News content as it's less likely that the authors have already published the content.

Report on the Annual Work Plan / Review of work accomplished Two main projects:
1) Readership survey
  ○ 207 responses, there is a summary of the results in the minutes from our last meeting and the report is available in Connect.
  ○ Potential future project: coding the summary response or otherwise looking more closely at the data to see what we can learn.
  ○ Another possibility discussed at the last meeting was to do a focus group with readers and ask more in-depth questions.
2) Social media presence
  ○ We are a bit stalled on this, is it still something we want to continue to focus on?
  ○ Maybe leverage some old content/backfile, as discussed above? This could be part of our work plan for this coming year. We can revisit when the new committee is convened.
  ○ The group had more or less consensus that we are covering the basics social media-wise.

Discussion of 2019-2020 Work Plan
● One suggestion would be a project relating to digging into the survey data a little more.
● Cheryl encouraged the group to keep EDI in mind. Maybe there are opportunities here with the Backfiles. Really think about what we've done and where we could be EDI-wise.
● Amanda will start a draft of the Work Plan and send to Heidi and David.

Other items of interest
● Cheryl sent a message this morning via Connect and is really trying to get the word out about the ALA re-org and SCOE. Many incoming ACRL leaders weren't aware of these activities so leadership wants everyone to make an effort to get the word out. Please read this information and share widely!

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External Liaisons Committee

Minutes
ALA Annual
June 23, 2019
1-2pm
In attendance: Allison Payne, Emily Daly, Michelle Demeter, Susie Skarl, Farzaneh Razzaghi, Jose Aguinaga, Danuta Nitecki

- Introductions
- Update/overview of ongoing and upcoming projects
    - Consider expanding use of virtual meetings once or twice a year
    - A meeting of liaisons has been scheduled for July/August 2019
    - Will record future orientation sessions to share with new liaisons and update every year
- Updating LibGuides
    - Need to set a task force to review External Liaisons web pages
    - Is a LibGuide needed? Improved communication with liaisons is needed
- Liaisons survey results
    - Survey provided helpful results for driving future work of committee and identifying needs for onboarding and support of liaisons
    - Should it be posted in ALA Connect?
    - Next survey should ask why liaisons do or do not attend committee meetings at Midwinter and Annual
- Overview of Transition
    - 2019-2020 Action Plan Draft
    - Continued transition into one unified committee
    - Suggesting that Grants portion be led by incoming External Liaisons Vice-Chair to ensure continuity of information and support for grants as we move forward as one committee
        - Begin 2019-2020 and continue this as each new incoming Vice-Chair is onboarded
        - 2019-2020 Vice-chair should document the grants process to ensure ease of information transference
- Other items?
    - Task force to identify areas for improved efficiency?
    - Possibility of starting new liaison before outgoing liaison leaves- overlap a year?
    - Need to find more ways to bring liaison experiences to the membership at large
        - Have liaisons discuss experiences during Midwinter/Annual ACRL leadership council
        - Post liaison reports to Connect in future to share insights with all membership
    - There needs to be a clear discussion of evaluation worth and value of individual liaisons on a regular basis
        - How do we know when it is time to sunset a liaison to an external group?
        - Do we have a mechanism in place to determine value and contributions to the committee and ACRL at large?
        - Need a questionnaire of outgoing liaisons: should this position continue? Is it worthwhile to ACRL? Suggestions for onboarding? What is the value to ACRL/ALA?

Immersion Program Committee

Meeting
2019 ALA Annual Meeting
Washington, D.C.
Sunday, June 23, 2019
1 pm to 2 pm
Washington Hilton, Van Ness
Meeting Minutes

Present: Anne Behler, Anne Melville, Karen Sobel, Wendy Holliday, Beth Daniel Lindsay, Caroline Fuchs, Jennifer Corbin, Beth Fuchs

1. Welcome and Introductions

2. Volunteer for note taking (Beth Fuchs)

3. Announcements and Reminders
    a. Change of Chair & Vice Chair, New Immersion Facilitator Coordinator, Incoming Immersion Facilitators
        i. Anne Behler will be Chair and Karen Sobel will be Vice Chair for 2019-2020. Daisy Benson will be the new Immersion Facilitator Coordinator, and there are 7 new Facilitators.
    b. 2018-19 Committee Report
        i. Jennifer will send a draft out to the committee.
    c. 2019-20 Work Plan
        i. The Current Vice Chair (Anne Behler) is responsible for the work plan, which involves setting goals for next year. It is due July 19. Caroline Fuchs offered to review the work plan if it can be submitted to her a few days before it is due.
4. Report from Immersion Faculty Co-Coordinator
    a. Wendy Holliday reported that they recently hired 7 new Facilitators. The titles changed to "facilitator" from "faculty" to reflect the new Immersion experience as one that is focused less on content delivery and more on co-learning, which is also based on Immersion participant feedback from last year. Anne Behler and Karen Sobel participated in the search. The whiteness of the faculty was an issue previously. Now, there is more diversity among the Facilitators reflected not just in skin color but also in type of library represented and previous Immersion experience. They interviewed 18 people via Skype and extended 7 offers. The process of onboarding the new Facilitators has begun, and they have met together at the ALA conference to start creating community agreements which will describe their shared values and how they will work together.
    b. This year's Immersion program is filled. Last year, the program was capped at 120 people, but the feedback showed that it felt like a smaller group was needed to better allow for co-learning and collaboration. This year, the program was capped at 90. It will be led by 6 Facilitators, and all 7 new Facilitators will attend to observe. In response to feedback from

last year's Immersion program, this year will emphasize small group work with a more participant-driven curriculum to be responsive to current issues in the field.

c. Plans are in the works to resume regional and institution-based Immersion programs – 3-day programs -- which will focus on critical reflective practice. These programs will begin in Spring 2020.

d. Question: How will future return Immersion participants experience the program? A few return participants were in attendance last year, and they felt the experience was valuable. Facilitator Team Coordinators in the future will need to continue to monitor this demographic and listen to feedback to shape the program as it moves forward. Immersion doesn't want to duplicate other ACRL efforts and doesn't want to be an instructional design institute. The focus should be on the unique value of an immersive experience which emphasizes personal connections. The Immersion program also wants to be inclusive of different types of librarians, not just instruction librarians. Immersion is about the educational role that all librarians play and how to think about our roles in that context, which is a valuable experience for all types of librarians. Anne and Karen may want to focus more on marketing Immersion as well as reviewing the Immersion website and marketing materials in the coming year to better clarify Immersion's message. Collaborating with Margot on marketing initiatives, which appear to run on a specific schedule, seems useful. It was suggested that an ALA program might be a good thing to propose in the next several years after a few years of the new Immersion program are complete.

5. Scholarship Process Debriefing

   a. Rating scale for funding question: Propose to change scores to 2 (no funding),1 (partial funding), 0 (full funding). What constitutes financial need? Some clarity would be valuable – develop a shared understanding of *partial funding.* It was suggested that this question should be added to the duties of next year's committee.
      - Rewrite the question "what other sources of support are available to you for attending Immersion?" in a way to make it clear that the question is about the applicant's need not the impact that spending travel funds would have on the applicant's colleagues.

   b. Revise questions on scholarship application form to better reflect focus of Immersion outcomes = role of librarians in higher ed, information literacy, teaching and learning, leadership/influence, with a focus on critical information literacy instruction, acknowledging power and privilege, and fostering inclusivity). 1st essay topic: How attendance at Immersion will support your current job responsibilities and long-term goals. The second essay topic should include a reference to "the co-learning environment" or something similar that the participant would bring to the Immersion Program community.

   c. An observation was made that the dean/director/supervisor's recommendations varied widely. It was suggested that the scholarship application website could ask the dean/director/supervisor to specifically discuss how Immersion attendance by the participant will impact their institution. The scholarship application website could also provide a link to more information about Immersion for the dean/director/supervisor's benefit to provide more context for the program.

    d. Question: Is the diversity of the institution or the diversity of the individual most important? It was suggested that this question should be added to the duties of next year's committee.

6. New Business
    a. Jennifer has been adding committee documents to ALA Connect and will be organizing these documents on that site.
    b. Our Immersion listserv can be searched from the ALA site for information about many topics.

Meeting Agenda:
Wednesday, May 1, 2019 12pm EST
Virtual via ALA Adobe Connect - link to join:
https://ala.adobeconnect.com/rhavzmamtz5r/

Present: Susan Avery, Lorna Dawes, Emily Drabinski, Jason Dupree, Lesley Farmer, Caroline Fuchs, Amanda Hess, Caitlin Plovnick

1. Welcome / introductions
2. Update on the 2018-2019 work plan
    a. The committee discussed items in the work plan, specifically items 1 and 2 (since items 3-5 are covered in other meeting agenda items). Committee members shared best practices and issues related to working as liaison to different ACRL groups; there are constant communication concerns, especially when leadership changes within sections/units working to revise documents. Patience, nudging, and physical presence (i.e., dropping in on meetings) were shared as successful strategies, when communication happens.
    b. Action Item - by June 1, 2019:
        i. Amanda will begin a best practices document for onboarding new members, as outlined in item 2 of the work plan, and will ask for group review/comments.
3. Criteria for non-disciplinary companion documents - discussion of work so far
    a. The subcommittee working on the documents to support the development/revision of non-disciplinary companion documents discussed their work and process. The broader committee agreed that the documents looked good and would be helpful to groups working on non-disciplinary companion documents.
    b. Action Items - by June 1:
        i. Amanda will follow up with Mary Jane about clarifying language to ensure the documents reflect which groups can create companion documents, and how those documents need to be connected to the Framework.
        ii. The subcommittee will develop a flow chart for each Checklist document to highlight the workflow process.

4. Supporting the ACRL EDI initiative in ILFSC documents/processes - discussion of draft documents
   a. The subcommittee working on revising the ILFSC documents/processes so they align with the ACRL EDI initiative shared their thoughts and work so far; while they clarified some of the language in the Tip Sheet/Checklist documents, they raised a broader question about whether equity, diversity, and inclusion are checklist-able things. The broader committee discussed this issue further, and decided that the 2019-2020 ILFSC committee will seek opportunities for collaboration/connection with other ACRL groups and leadership working in EDI.
   b. Action items - by June 30, 2019:
      i. The subcommittee will clean up any documents and share them with the rest of the committee.
      ii. Amanda will work with Mary Jane, Caroline, Emily, and Caitlin to reflect our EDI work this year in the year-end report. She will include information about future connections (e.g. with ACRL Leadership, Diversity Council) or learning opportunities (e.g. virtual sessions, webinars) related to integrating EDI work into ILFSC.
5. Virtual discussion forum on developing Framework companion documents - May 15, 12pm EDT (Register in advance for this webinar: https://ala-events.zoom.us/webinar/register/1da13e9ac60c87e634538d7d4481ef37)
   a. The committee was advised to share the link to the webinar with their liaison groups. Susan asked if there was a way to review who had already registered; Amanda committed to getting that information from Elois/ACRL by May 8, 2019.
6. Roundtable/Housekeeping/Other
   a. None, other than agreement that this has been a great committee!

Meeting adjourned 12:47pm.

Membership Committee

2019 Annual Meeting Minutes
May 31, 2019
11 am - 12 pm Central

Present: Dawn Behrend, Jodie Borgerding, Heidi Steiner Burkhardt, Rachel Minkin, Mary Jane Petrowski, Ed Rock, Rosalind Tedford, Dominique Turnbow, Susan Xue

1. Updates from Mary Jane Petrowski

   a. Focus Groups at ACRL Conference: There were four membership focus groups conducted at the 2019 ACRL conference: community college librarians, current ACRL members who have been active 5-8 years, library science students, and equity/diversity/inclusion (EDI). Mary Jane has received all 4 reports and will share with committee after ACRL Board reviews at the ALA Annual conference. In regards to the library science student group, the facilitator said it was hard to get the attendees to talk. The students said they wished there was a webinar on how to strike up conversations and professional small talk.

   b. Evaluation results from First-Time Attendee Orientation: Mary Jane will post in ALA Connect the feedback received through the ACRL conference app and from the main conference evaluation form.

   c. Update from Emerging Leader Group: The team is supposed to develop a LibGuide for our student members. They are still working on the guide, but will share it with us when it is finished. The guide will be added to the ACRL Membership page. The team identified relevant articles that would be of interest to library science students. They are also interviewing early career librarians to share advice and tips on academic librarianship. The team will present their work at the ALA Annual poster session. Mary Jane will share the when the date and time of presentation when it is set.

   d. Statistics: Membership through end of April is up 1.5% over the same time last year. ACRL is on track to meet membership targets.

    e. ACRL worked with company, Media Llama, to produce a series of short videos to embed on the membership page that will reflect the value statements on the persona research done last year. The committee should get a sneak peak before the videos launch to the public. They also met with a digital consulting firm for geofencing marketing opportunities promoting membership. They will possibly pilot this in FY20.

2. Status Update on Projects since Midwinter Meeting

   a. ACRL Conference Buddy Program - Heidi Steiner Burkhardt - We had 75 first time attendees and we were able to find a buddy for everyone. It was difficult to find people to be a buddy. One of the recommendations is to consider adding a note to the 2021 ACRL Conference registration form asking if people would be interested in being a buddy. Then we have a bank of people to solicit from.

b. ACRL Conference 101 Webcast and In-Person session - Katie Gibson - Katie was unable to attend the meeting so Heidi gave this group's report. We did two online presentations, with about 20 participants in each session. A recording of the second session was shared. The presentation content was about 20 minutes

long followed by questions from attendees. Suggestions we received for topics covered in future conference 101 sessions are include accessibility and a review of the conference Code of Conduct. A handout that included tips for Cleveland and first-time ACRL attendees was made by the intern at Ed Rock's library and submitted to Katie. Heidi organized the speakers for the in-person presentation. Willie Miller, Trevor Dawes and Lauren Pressley spoke for 30 minutes and then this was followed by a networking session. About 100 were in attendance at the in-person presentation, which was a higher number than the 2017 ACRL Conference 101 session. Mary Jane will share the comments from the conference evaluations. Thank you to everyone who helped with the setup and tear down of the room for the in-person session.

c. ALA Conference 101 Webcast and In-Person session - Dawn Behrend - We have practice sessions scheduled next week for the webcast. Rachel, Katie, and Mary Jane will do the webcast piece. Jodie, Mary Ellen Davis, and Lauren Pressley will do the in-person session. For the in-person session, Dawn contacted different section, discussion group, and interest group leaders to see if they will attend. As of right now, we have eleven confirmed reps and few that may attend. Mary Ellen Davis will speak briefly. Dawn reached out to Cheryl Middleton but have not heard back from her yet, but Lauren Pressley has this on her calendar to speak. Mary Jane uploaded last year's slide deck for the group to update in ALA Connect. Mary Jane will also pull list of ACRL members who are first time attendees to Annual that they can use to promote but we need to let her know when we want the invitations to go out. Mary Jane will also send out a draft message about the webcast sessions. Once the message is approved the committee members will post on listservs next week. Mary Jane will take care of getting messages on ACRL communication channels. We will start pushing out the messages for the in-person session around June 11. Mary Jane will bring all the handouts for in-person session.

d. Academic Librarian Positions Webcast - Jodie Borgerding - We had 95 out of 122 registered attend The live session. We received great feedback from the evaluations. We did receive one complaint about the lack of community college representation, but we did have Peter Hepburn, chair of the CCJCS help behind the scenes. We should have been more transparent about Peter's involvement. However, based on the interest and feedback we could turn this academic librarian positions webcast into a webinar series on more specific/niche topics such as being a community college librarian, negotiations, etc. This is something for the committee to consider as a possible 2019-20 project.

3. Brainstorm ideas for 2019-20 projects?

    a. Move discussion to email.

4. New Business

    a. None

**New Publications Advisory Board
and
Publications in Librarianship Editorial Board**

**ALA Annual Meeting
Sunday, June 23, 2019
8:30-10:00 a.m.
Hilton, Columbia, 08, 11, 12**

Committee members
Rebecca Miller Waltz, Craig Gibson, Eboni Johnson, Michael Levine-Clark, Susanne Markgren, Courtney Greene MacDonald, Lutishoor Salisbury

Attendees
Erin Nevius, Rebecca Miller Waltz, Courtney MacDonald, Susanne Markgren, Michael Levine-Clark

PIL attendees: Daniel Mack, James Kessenides

Regrets
Lutishoor Salisbury, Craig Gibson, Eboni Johnson

Agenda

1. Welcome and introductions

2. Appointment of a recorder

3. Debrief old business

   a. Publishing with ACRL Panel at ACRL 2019 in Cleveland, OH
      i. 5 proposals from the last month, most of those came from ACRL
      ii. We will have 5 more this month
      iii. These all came from the "Pitch the Editor" meeting, and many people mentioned the "Publishing with ACRL Panel," as well. A third of ACRL attendees are first-time, so we're reaching a new audience every time
   b. ACRL Presents webcast on publishing
      i. Facilitated by the Publications Coordinating Committee, one of the free webcasts
      ii. Angle will more on where you start your research
      iii. This will be more member-led effort
   c. Revising the book proposal form
      i. Erin has an idea she learned from her university press meeting. This is an author questionnaire (when are you going up for tenure? What's your timeline? What conferences do you go to?), and Erin is considering including this in the proposal process—perhaps after the proposal itself, so it's fresh in everyone's mind, and that we have all the information we need

in order to market the book, etc. This questionnaire could also ask if authors need documentation for promotion and tenure.

   ii. Erin will kick around a draft, and the Advisory Board will review the questionnaire before the final draft. We can look for this around the end of August.

4. Review list of forthcoming titles for fiscal year 2019-2020: Are there specific marketing activities, conferences, or promotional outlets we might consider for individual titles or groups of titles?
   a. Published 11 books because our schedule was frontloaded this year because of ACRL 2019 conference
   b. A few more are scheduled to be published before the end of the FY—at least 3, maybe 4.
   c. 40 contracted titles in the pipeline, which does NOT include the 5 that the committee just accepted
   d. Erin has 22/40 manuscripts in hand, right now
   e. The incoming manuscripts are leaning heavily toward edited works
      i. Editors have been getting really good at structured calls for proposals and tables of contents
      ii. We spent some time looking at the category breakdown, and committee members discussed whether or not we wanted to use the same categories. Do we map this to other language ACRL uses? Perhaps map it to divisions, sections, etc.? Also a way of doing a gap analysis, because if there's a section not represented, we can reach out to those individuals and collaborate with them. We're in a place where we can do targeted acquisitions.
      iii. Action item: Advisory Board will look at these categories over the next year in order to identify divisions, do the gap analysis, think about how this might tie into marketing. Erin will provide the Advisory Board with a list of everything published over the last five years in order to review, organize.
   f. ACRL years are bigger, in terms of proposals, and we will see an ebb again next year. We're comfortable with this.
   g. Bestsellers: how do we market around the bestsellers?
      i. Even just a post on the blog would be useful, and should be simple or easy—also connect with others titles and publications in order to help colleagues discover related or other books
      ii. Perhaps something to go in CRLN
      iii. If we work hard on categories, we can even emphasize top sellers in each category, etc.
      iv. Emphasize how our colleagues are responding to these publications
      v. Should authors of these bestsellers get a letter or something like in order to get documentation for promotion
      vi. We should also consider altmetrics for publications, in order to help authors with their dossiers

5. Welcoming the new chair and incoming committee members
   a. Courtney is the new chair
   b. Gemmicka and Rowena are coming on board
   c. Susanne is being reappointed

6. New business
   a. New potential titles and/or authors
      i. We had discussed reviewing the ACRL conference proposal rejections and seeing if we could scoop anything from that
      ii. It would be a good idea to keep an eye on what is being published or taught through Library Juice. There are more conversations about critical librarianship and EDI topics, and we could identify potential authors or topics from them—be inspired by them. Connect items from Library Juice with practice—one way to bring those into ACRL.
   b. For larger projects, such as reviewing categories and identifying collaborators from other presses, when does the Advisory Committee have space for this?
      i. January, late April through ALA
      ii. If we know the timeline, we can integrate that into our workflows

7. Publications in Librarianship
   a. PIL report passed around
      i. Erin discussed the predatory publishing proposal and manuscript that originally came through New Publications.
      ii. May be more appropriate for PIL, because it would benefit from peer review.
   b. PIL has worked hard to structure support and development for authors, and they have been very successful at that
      i. Action item: for Fall 2019, re-doing internal rubrics that they use for both proposals and final manuscripts.
      ii. Moving forward, will be more specific at the proposal level for clarifying expectations around structure of final manuscript.
   c. They are looking forward to their first open peer review in Fall 2019
      i. Envisioning the Framework will be the first open peer review
      ii. The Rise of AI may be another one. This may be further down the road (2021), but would benefit from open peer review
   d. Open peer review:
      i. The Board has been talking about it for a few years, and the first author (Envisioning the Framework) is excited about this. The book will be very visual, graphic, so getting feedback on it will be good
      ii. There will be questions about process and policy regarding peer review that PIL may come back to PCC and the Advisory Boards in order to think through best practices and processes for peer review. It won't be a free-for-all—there'll be a rubric, etc., comments will be reviewed before they get posted. Helping people understand that the idea is to review the content, not edit the style, grammar, etc.

    iii. How are people who provide a substantive review acknowledged? That would encourage substantive, quality feedback—recognizing professional judgment, scholarly conversation.

    iv. Are there specialized scholars in this area that we'd like to invite to review this manuscript? Use this as an opportunity to provide exemplars and models of what this should look like

    v. There is a book about open peer review on the publications list, but Erin will be sending it to Dan for a PIL publication.

e. Permissions and copyright: Erin is thinking about coming up with a list of guidelines regarding permissions (Fair Use, images, etc.) that she will run by the Advisory Boards so that these conversations can be structured from the beginning

f. The Advisory Board would like to go through their last call, check off the ideas that they have turned into manuscripts, and then identify future directions.

    i. Dan is looking for a book on libraries' involvement in the research enterprise, beyond collection development and instruction

    ii. Other good topics for a call for proposals, which can be more theoretical, speculative, than what we are publishing through ACRL

        1. Student success and how the library can help the university with strategic priorities

        2. Data collection; analytic data that can now be pulled from advising systems, learning analytics

        3. Collection development?

            a. What is the future of the approval plan? Decisions regarding DDA, e-preferred, etc.

            b. Streaming media

            c. Perhaps promote at the Charleston Conference, tap into the network that Michael Levine-Clark identified.

            d. Would be good to include specifically in a call for proposals.

        4. Metadata and cataloging

        5. Functional role of librarians, library programs—beyond and within the MLS ("equivalent" degrees instead of MLS, and niche roles for people with MLS)

            a. LIS education and how the profession engages with that; accreditation; how we, as a profession, are or are not interacting with LIS curricula. Would be good for an open peer review. People being more comfortable with "equivalent" to MLS.

            b. Pipeline issues

            c. Types of librarianship: beyond public, school, academic. We may ignore some categories for roles that don't fit into these major categories. Who would be publishing for individuals who would be members of SLA, etc.?

8. Adjournment

    a. We adjourned at 9:55 a.m.

New Roles and Changing Landscapes Committee

ALA Annual Conference 2019
Meeting Minutes, June 22, 2019

Present: Lis Chabot, Marilyn Myers, Anne Grant, Jeanne Davidson, Jocelyn Tipton, Erin Nevius, Beth Filar-Williams, Erin Smith
Visitors: Barbara Lewis, Alika Jurassi

Agenda

1. Introductions
2. Change Course Update - Erin S., Lis, and Erin N. - 3 course developers have an outline and the team will meet with them to discuss feedback. Lots of opportunity for a person (individual) to deal with change, but not much about how an institution can deal with change in librarianship. Asynchronous team-based approach to bringing change to your library and your campus. Harvard program is awesome and didn't want to compete, but needed a team approach. Open so that it is customizable. The curriculum designers have been working to make this happen in reality. Not about change management, but it is designed to introduce people to frames and models to help people think about ways to approach change. The designers have been working on a workbook rather than a course per se. Maybe having a cohort notion that brings other teams together to discuss change. This is a no charge opportunity. Person to person connections will be necessary whether face to face or online. This is like Assessment in Action, but more for change.
   a. What do we call it instead of a workbook?
   b. How do we financially sustain the next phase? The cohort is the next project that will have to go through the board if it is to move forward.
   c. Is this a learning community? Who will facilitate the experience?
   d. What does the timing look like?
   e. The group will go and give feedback to the designers to move away from a workbook publication to a more learning community environment.
   f. How to manage an instructor free environment?
   g. How to administer? In Moodle?
   h. Group will meet before they meet with designers in August
   i. The larger group will discuss over email. Erin Smith will send an email about wording.
3. OER Roadshow Update - Erin N. Interviews will begin next month for designers for roadshow by August. 3-5 people are preferable. More rigid framework for roadshow. OER subgroup will supervise the development. Test run will be in spring of 2020. Group will need feedback. In the group right now: Marilyn, Erin N., Jocelyn, Michael, Cynthia. May need new person on sub-group. Marilyn has agreed to be the convener.
   1. Send out note to larger group to describe subgroups to ensure that the smaller groups have adequate support. Will discuss at meeting in July.
   2. Erin is going to work with others who have worked on Roadshows before and they think we are on the right track.
4. CUPA-HR Data
   . Move positions so that they show relationships - Like ACQ librarian and head of ACQ
   1. Anne will ask about Access services Librarian
   2. Anne will send out the spreadsheet again
5. Fishbone Diversity Pipeline - discussion will continue at next meeting

6.   Feedback on changes in ALA - SCOE and MidWinter
  .   More appointment structures, less elections
a.   If you have thoughts about how divisions should work, then send to SCOE (Anne will send contact information)
b.   What will midwinter look like? How will that impact our committee? Send to Jeanne.

Professional Values Committee

Meeting Notes
July 10, 2019
Zoom: 2:00pm Central Time

<u>Present</u>
Peter Bremer (Chair), Jill Sodt (Past-Chair), Tracy Elliott (Vice Chair and note taker), Lisa Broughman, Brian Dougherty, Emily Knox, Jennifer Steele, Jacquelyn Bryant (Board liaison), David Free (Staff liaison)

Peter started the meeting with member and liaison introductions.

<u>Meetings and Work Plan</u>
Peter announced that the committee work plan was due to the Board on July 27. Next required meeting would be in January, close to ALA Midwinter. The group decided Zoom was an acceptable format and that they would work primarily through Google Docs/email and call additional meetings when needed. Initial Google Doc link for panel proposals provided by Peter at:

https://docs.google.com/document/d/129eSPi-CHC3NfisbgI4dxXJqPc0Mw5KtxAyhGHDbpso/edit?usp=sharing

<u>Committee Sponsored Conference Panels</u>
The committee brainstormed topics for potential sponsored panel discussions at ALA Annual 2020 and ACRL 2021. David shared tentative deadlines for proposal submissions are:
ALA 2020: Submit to ACRL early August so they can be submitted to ALA late August with notification of acceptance expected in October.
ACRL 2021: Proposals likely due in May 2020.

<u>Brainstormed Topics</u>

Privacy:
Data collection and use: University vs. Library ethics
Balance between privacy and evidence of value
Data security
Data use and presentation

Open Access:
Affordable Content
Open Education Resources
Social Justice

Librarian Faculty Status/Tenure:
Conversation about removing status

EDI: Equity, Diversity and Inclusion:
Staff
Students
Relationship to privacy, open access, and OER

<u>Next Steps</u>
We may need to submit more than one proposal for each conference. Committee will continue conversation online through Google Docs. See link above.

Publications Coordinating Committee

Annual Meeting Minutes
Sunday, June 23, 2019 10:30 – 11:30 a.m.
Washington Hilton, Room Columbia 08, 11, 12

In attendance: Anne Casey, Joyce Ogburn, Cheryl Middleton, Julia Gelfand, John Budd, Wendi Kaspar, Kristen Totleben, Rebecca Miller Waltz, Gemmika Piper, Eric Kidwell, Mark Cummings, Erin Nevius, David Free, Cass Kvenild

Agenda:

1. Introductions
2. Editors' Updates
    a. Academic Trends & Statistics – Cass shared an update on behalf of chair Georgie Donovan, who reported that the most recent survey had the highest response rate ever (53%). They are still working to increase participation. Mary Jane Petrowski did analysis about how the data about faculty status has changed over the past 10 years and will present that information at the ACRL Trends & Stats update at ALA Annual on Sunday, June 24.
    b. ACRL/LLAMA Building Resources -- Anne Casey reported that they are working with Counting Opinions to field test the first survey with a projected launch in September.
    c. C&RL – Wendi Kaspar reported that they are formalizing reviewer credit in OJS and adopting a credit taxonomy. There are forthcoming special issues on value of academic libraries and on open equitable scholarly communication. They are also working on developmental peer review for some articles.
    d. C&RL News – David Free indicated that they are releasing backfiles via OJS this summer and fall, there are still some edits needed for metadata.
    e. CHOICE – Mark Cummings noted the popularity of the free webinars, podcasts and white papers. They are rebuilding CHOICE 360 to improve access.
    f. CLIPP Notes – Erin Nevius reported that CLIPP #44: Institutional Repositories is ACRL's best selling title right now.
    g. Publications in Librarianship – Erin Nevius shared that there are 6 books in development currently.
    h. New Publications Advisory Board – Erin Nevius reported on the flurry of activity for this group. They've published 11 books already this year, with 3-4 more on the way. There are 40 books in the pipeline and another 22 under editorial consideration. The board is doing a gap analysis to identify needs and to collaborate with sections.
    i. RBM – Richard Saunders could not attend, David Free reports that RBM remains self-supporting and is always on the lookout for more authors and articles.
    j. Resources for College Libraries – Mark Cummings reported that they are meeting with ProQuest at Annual and also reports that RCL is developing a strategy to

serve as proxy experts for subject selectors as the numbers of selectors at universities is in decline.

3. Updates and announcements
   a. Kristen and Erin are preparing a webcast panel to provide information to ACRL members about publication opportunities.
   b. David, Erin and Cass reported on the panel presentation at ACRL 2019 with Conference to share publication opportunities and answer questions from about 125 attendees. Thanks to Kaetrena Davis Kendrick and Bill Mickey for participating in the panel.
4. Review status of 2018-2019 PCC work plan projects (discussion)
   a. Editorial board diversity – Cass reported that the new ACRL volunteer forms will now collect more information related to diversity. The editorial boards can continue to improve diverse perspectives on publication boards using this information going forward. This will be an ongoing goal in the work plan.
   b. Open peer review – C&RL will try developmental peer review in 2020; PIL is using WordPress open and will have their first opt-in open peer review in 2020.
   c. Improved orientation for new board members – The group brainstormed ways to improve orientation, including setting expectations prior to the first meeting; defining the role of a new member (especially if they are not part of an editorial board); share summaries and editorial reports with new members before their first meeting; send welcome emails that describe clearly the work and expectations of the PCC along with definitions/ descriptions of the various editorial boards.
   d. Promote writing and publishing in ACRL pubs – Accomplished via the ACRL presentation and the upcoming webinar.
5. Brainstorm program proposals for ALA annual 2020 – The group put forth several ideas, including open peer review; framing data-driven research for publication; incorporating diversity, equity and inclusion conversations into research for publication. Kristen Totleben and Julia Gelfand will move forward on the proposal.

RBM Editorial Board

telephone conference minutes
Wednesday, 10 July 2019, 12pm CDT
D R A F T

Meeting opened by telephone conference 12pm CDT. Editor Richard Saunders called a roll to
      confirm participation:
    Present on the call: Megan Barnard, Jason Bourgeois, Amy Cary, Meredith Evans, Matt
      Knight, Melissa McAfee, Richard Saunders, Leila Rod-Welch,
      Ex officio members: David Free
    Not present on call: Jennifer King, Jocelyn Karlan, Martha Lawler, Jennifer Sheehan; Anna
      Chen

Discussion
Review and approval of 16 January 2019 minutes. McAfee came late and was missed among
attendants. Bourgeois noted that he had been left off the minutes; will check his planner to
confirm whether he attended or not and will communicate w/ the editor to be listed appropriately.
Minutes were approved with these corrections.

1) *New members*   Editor invited new board member Leila Rod-Welch to introduce herself to the
group.

2) *Report on January 2019 effort at a collection of short comments on the closure of federal
cultural institutions*   Evans and Saunders summarized the efforts to collect comments for an
article in the Spring 2019 issue. Evans found that individuals were unwilling to put their names
to comments which could be taken as critical. Cary noted that publications are not particularly
nimble and do not do well dealing with current events. Suggested that a digital platform might
offer better opportunities. Saunders asked whether the OJS had the functionality to display short
essays. Free responded that ACLR was willing to work with the OJS techs to ensure the
journal's digital front end reflected the direction the editorial board wanted to take.

3) *Update on special issue for fall*   Saunders reported on the forthcoming thematic issue (fall
2019) on minority/underserved-population collections challenges. The issue has one solid
submission fitting the call. Asked how the board members felt about commissioning or inviting
submissions. General agreement that the practice would help fill areas that are not served by
unsolicited submissions. Knight asked about a prospective submission on collecting minor-
language publications and was encouraged to

4) *Book review editor*   Cary noted pending end of her term as book review editor. Would like to
work with successor. Saunders noted that he knew of one individual who was interested but has

not approached them. Free noted that an ad or announcement could be run in the forthcoming *RBM* issue calling for volunteers. There was a brief discussion about the relative virtues of recruit *v.* advertise. Bourgeois said he might be interested as well. General agreement to continue recruiting effort; if no willing individual is located then a call for a volunteer will be run in the fall issue.

5) *Board members concerns, discussion* Free polled attendees to see if there was interest in meeting at ALA Midwinter. General consensus was that meeting virtually was preferred.

Next meeting: Wed, 22 Jan 2020, 12pm CDT

Dismissed about 12:30 CST

Resources for College Libraries Editorial Board

Meeting Minutes
ALA Annual, Washington, DC June 23, 2019, 8:30a-10a

Attendees: Neal Baker (chair), Mark Cummings (Choice Editor & Publisher), Anne Doherty (RCL Project Editor), Joe Mocnik, Tammera Race (via phone as incoming chair),

Appointment of Secretary

- Neal Baker volunteered to serve as secretary for the meeting.

Introductions

Minutes of December 10, 2018 meeting

- Approved

Project Report (Anne Doherty)

- Overview data
  - 98,150 titles total
  - Other data reported included but not limited to: net growth of 580 titles, 2,470 titles added, summaries of essential titles for undergraduate programs across 61 subject areas, essential titles for community college and workforce training programs across 11 career clusters
  - Overview data on 2019 peer review in Social Science and Science + Technology subjects
  - Overview of new subject editors and bibliographic essays
- RCL webinar, "Creating Inclusive Collections: Selecting and Evaluating Diverse Resources" – 306 participants. This was a success.
  - Brief discussion generated by webinar success: Pivot/position *RCL* as the place to go for developing inclusive collections? General conversation about equity, diversity, inclusion and collection development re: *RCL*.
- Marketing + ProQuest partnership
  - RCL has 100% editorial control but marketing/sales is mainly ProQuest
  - 30-day free trial outreach campaign to *Choice* customers – 22 trails requested between January-June, 2019
  - *BBAS* survey (n = 7)
  - "Get to Know RCL" subject editor profiles
  - Too early to know ProQuest's plans for *BBAS* (e.g. user interface)

Financial Report (Mark Cummings)

- Overview data
  - Overall numbers are relatively consistent with past performance, adjusting for some procedural issues with the timing of an invoice and changes in accounting practices (e.g. editorial reimbursements are now classified as expenses not revenue).
  - Full-year forecast is that revenue will meet budget.
  - Five-year historical performance: For FY19, subscriptions will end the year 10% below five-year average but only 1% lower than average revenues since end of *BBAS* bundled sales in FY16.
- Structural relationship with ProQuest: RCL is the author; ProQuest is the publisher.

Discussion

- Planned *BBAS* reboot discussion with Stacey Volanto, Senior Project Manager at ProQuest, could not happen due to Stacey's conference schedule.
- Board attendance at ALA Annual remains a point of discussion:
  - 2018 Annual two Board members attended (one was the Chair);
  - 2019 Annual two Board members attended (one was the Chair).
- 2018-2019 work plan report – looking back
  - Continue next year with the Board providing feedback about the RCL database to the Project Editor. This year, the chair could've done more to remind Board members to submit the feedback. Periodic reminders from the chair to the Board would likely improve the amount of feedback received.
  - What happens to/with the Board database feedback? The Project Editor can close that loop.
  - Reconsider (as in probably not move forward with) the Board helping to recruit RCL peer reviewers, based on experiences this year.
- 2019-2020 work plan – looking ahead
  - Do not include *BBAS* in the work plan.
  - Focus on obtaining Board feedback about the RCL database in the work plan.

Next steps
- Supplemental summer meeting for 2019-2020 work plan

Resources for College Libraries Editorial Board

Meeting

(Virtual Meeting via Zoom) (7-18-19) 11:00 AM (Pacific Time)

Members Present: Jeff Bond, Alice Daugherty, Anne Doherty (staff liaison), Adrian Morales

Tammera Race (board chair), Tim Ream (volunteered as secretary)

:: AGENDA ::

o 2018-19 work plan report

o 2019-20 work plan draft

2018-2019 Work Plan ⬚ Members voted to approve 2018-2019 work plan report

2019-2020 Work Plan ⬚ Anne explained work plan activities (1 through 3) and outcomes ⬚ Based on feedback, Anne and Tammera will update 2019-2020 work plan and release for final review by members ⬚ By August 9th, 2019-2020 work plan will be finalized and approved via ALA Connect, then submitted to ACRL for record-keeping

Meeting adjourned at 11:39 Pacific Time

Association of College and Research Libraries
Research and Scholarly Environment Committee (ReSEC)

2019 ALA Annual Meeting
Sunday, June 23, 2019
8:30am – 11:30am
Washington DC Hilton: Georgetown West
Agenda

Attendees:

Mel DeSart, Paul Bracke, Aibgail Goben, Yasmeen Shorish, Nathan Hall, Charlotte Roh, Beth McNeil, Kara Malenfant, Pam Lach, MD Galvin, Lori Ostapowicz-Critz, Allison Langham-Putrow, Wayne Bivens Tatum, Sandra Emil, Shane Wallace, Michelle Reed, Jessica Clemons
Via Zoom: Steven Harris, Isaac Gilman, Phillip Herold, Will Cross

via Zoom:

Erin Owens, Amy Nurnberger, Cynthia M. Orozco, Steven Harris, Jennifer Chan, Isaac Gilman, Will Cross

Guests: Teresa Schultz (EL group member)

1. Preliminaries (Yasmeen Shorish, Nathan Hall)   **8:30 - 8:45**
   a. Introductions
   b. Agenda overview
   c. Board updates
      i. Congratulations to all from the board on the research agenda
      ii. The board heard concerns about how the OA Statement would affect ALA Publications and whether ALA as a publisher would adopt OA options
         1. Executive Director offered several suggestions to address this: additional fact finding, working with ALA Publishing Committee members, and work with Erin Nevius, Kara Malenfant to pursue other avenues through the organization
   d. Spring 2019 call minutes (approved - in ALA Connect)

    e. Open Access statement approved

    f. VAL Travel Scholarship Selection Cmte

        i. Volunteer needed for this committee

            1. Allison Langham-Putrow has volunteered

2. Scholarly Communication Discussion Group / ACRL-SPARC Forum update **8:45 - 9:00** (Mel DeSart & Lori Ostapowicz-Critz)

    1. New format at SPARC/ACRL forum. No slides, Heather Joseph provided background and moderated. More time would have been good. The session had been shortened from 90 minutes to 60 minutes (probably a permanent time slot) Long 50 seat rows, with micropohones only of the left side was not conducive to audience participation

    2. Sunday afternoon scholcomm DG session will include one of the panelists (Lisa from Emory) for further discussion

    3. Erin Owens will replace Lori Ostapowicz-Critz as co-convener. Mel will serve an additional term.

    4. New process for conveners: new system will be a 2 co-conveners, with 2 year staggered terms so that one person is always showing the other the ropes, rather than 2 people starting fresh together

3. Roadshows updates   **9:00 - 9:15**

    a. General updates (Will Cross & Abigail Goben)

        i. Abigail reporting for data management roadshow

            1. 2 roadshows this year: one in spring, and one for Baylor in August

        ii. ongoing concerns about lack of advertising, and outcomes have lead to lack of participation and even cancellation of programs. Presenters and coordinators should not be involved in marketing as for some it presents a conflict of interest within their institutional policy Since this program generates revenue, coordinator is concerned that lack of advertising threaten that revenue, and presenters are held to contract limiting their ability to do other projects. Ideal number of sessions in 12 months would be 5-6. More than that, teams would not be available. That number would generate $25K of revenue for association. Coordinator would like chairs to be getting together and communicating on a regular basis

      iii.   Some concerns about roadshow structure is shared across other roadshow coordinators, reflected in coordinator call last fall

      iv.   Nathan will consider some of these concerns, especially with target numbers in mind as specific advice. Yasmeen suggests MOU to help set and manage expectations between roadshows and association

      v.   There will be some data to present on roadshow findings and assessment next [fall? Summer?]

      vi.   Aibgail Goben's term as coordinator will end next June, but hopes to stay on as presenter.

b. SC Presenter selection process (Will Cross)

      i.   Will endorses Abigail's idea of greater collaboration and coordination between RS coordinators

      ii.   Some new materials being updated in SC RS curriculum

      iii.   New Presenters added, bringing in new skills

      iv.   Erin's support was instrumental

c. SC Presenter coordinator selection process (Michelle Reed)

      i.   ACRL 2019 conference planning slowed down the selection process, committee should consider that in planning other activities on ACRL conference years

      ii.   Selection committee has advanced a candidate for coordinator to the board for approval. Process seemed to work well, probably transferrable to other roadshow selections

      iii.   Related to Abigails concerns, Michelle resigned from Intersections Roadshow last year for similar reasons—frustrated by lack of advertising, and the amount of work necessary on part of Coordinator

      iv.   Need to work with Abigail and RD presenters since coordinator needs to come from that pool

4. Research Agenda updates (Yasmeen & Nathan)   **9:15 - 9:35**

a. Recap of presentations given, plus upcoming

      i.   ACRL 2019 in Cleveland, LPF 2019 in Vancouver, ElPub 2019 in MarseilleIFLA in Athens, ALA Annual in DC,

            1.   Suggestion from ALA Annual DC audience, promote research agenda through area studies sections (Womens and Gender Studies, STS) etc

2. Committee should exam ways of promoting RA and collaborating with them to advance RA in future

3. There will be a call to identify volunteers to come up with a communication plan to advance that suggestion

b. July webcast

c. Working with Editor of *C&RL* to publish a special issue on findings/outcomes of research grants (or other research projects) –maybe 2022

d. C&RL News column manuscript done by end of the month for publication in fall

e. ACRL 2021 panel slot reserved for research agenda grant recipients

f. Grant selection subcommittee –
   i. Call for 5 volunteers (including lead)
   ii. Amy Nurnberger, Shane Wallace, Pam Lach, MD Galvin (volunteered to chair).
   iii. Charlotte suggests a call specfic to new members

g. One member read the research agenda via a screen reader—it read the footnotes out loud for every footnote, and read each sections break as "comma". Good to do for additional accessiblity checks.

5. CR&L News column update. (Pam Lach & Wayne Bivens-Tatum)   **9:35-9:40**

a. Need a volunteer for C&RL editor to start at MW 2020

b. Pam has 1 year left, for staggered term.

c. Download stats are 50% down from last year. Not sure if more attention is needed for fresher topics, but looking for additional suggestions
   i. Pam will look at longitudinal data to seek other possible trends

d. May 2019 was most downloaded

6. Toolkit subcommittee projects   **9:40 - 9:45**

a. Resident librarian partner project (Yasmeen)
   i. Willa Liburd Tavernier (Indiana University) is joining as a resident librarian recipient
   ii. Some suggestions for updates to Toolkit regarding its homogeneity
      1. Proposed review of toolkit to bring it more in alignment with values and objectives of committee
      2. Willa will be working on that assessment as ReSEC member, and with liaison among resident librarians community

b. Website maintenance schedule (MD Galvin)

  i. Review ensures that sections are kept up to date, links work

  ii. Some attribution may have been lost in transfer from website to libguide

 c. Chair willl email toolkit subcommittee to seek volunteers for new toolkit subcommittee chair

 d. Once a year, someone needs to review http://www.ala.org/acrl/issues/scholcomm to ensure content isn't missing, links work, content is up to date.

****BREAK****   9:45 - 10:00

7. Domain updates   10:00 - 10:25

 a. ARL (Judy Ruttenberg, Prog Dir for Strategic Initiatives)

  i. Program plan for next few years

   1. Engagmenet with scholarly societies

    a. Social science research council last year, and some social sci societies this year

    b. Working with Heather Joseph on STEM fields

    c. Working with library groups on research data issue (how much to keep, how long to keep it)

    d. University presses, (AAUP), Tome Monograph publishing, advocating for associaitons to give authors grants to publish OA monographs,

    e. Emphaisis on FAIR data, used NAS open by design report

    f. Looking at better transparency of pricing and transparency of temrs of deal re: libraries walking away from big deal

    g. Krista – copyright alliance launched new website,

    h. Ryan Clough joined ARL, replacing Pru Adler

    i. New priority area is privacy, and advocating for consumer privacy legislation with members of congress (there are a few bills). ARL looking at library related issues (right to be forgotten, right to erasure, safe harbors for institutions). Copyright is quieter area right now for legislation, but SCOTUS will be hearing case this year about (),

    j. WIPO and international conversations regarding copyright.

    k. Presearvation treaty is less controversial than access issue

          l. Acknowledgement of conflict between privacy advocates with user services (if a user wants their own reading history for example)

          m. Yasmeen interested in pricing conversations and their relation to research agenda

    b. SPARC (Shawn Daugherty & Nicole Allen)

        i. Priority continues to be work on inftrastructure and collective reinvestment

           1. Focus on how publishers are taking over aspects of infrastuructre and how instutitions can take that back

           2. Report being issued about steps for collectie action that campuses can take

           3. Anti-trust. Academic publishing mergers bring concerns about consolidation of competitors

           4. Open education: looking for ways to support campuses to avoid some of the big deals that are going into contracts-particularly in digital textbooks where usniversities don't' even know what they are paying at the end of the day

           5. Professional dev: New class of fellows starting in fall

           6. Hulett working SPARC and deetta jones exampling EDI of SPARC

           7. Working through appropriations process to contunue to secure funding for open textbooks. Looking for better language to enforce norms through law. Bill should come out before August recess.SPARC seels permenanet authorization of open textbook programs, and disclousres about textbook pricing and OERS worked in to that

        ii. Shawn:

           1. New program officer search who will be overseeing big deal cancellation tracker and that line of programming

           2. Normally we would have refiled FASTR or other bill, but not this year. Currently not pushsing that as aggressivel. In convesation with congress and leaders about what a more aggressive bill would look like. With new election cycles SPARC will be meeting with candidates to advocate SPARCs positions on its issues.

8. OpenCon Scholarship Update (Tatiana Bryant)   **10:25-10:35**

a. ACRL sponsors OpenCon scholarships (as budget line)

b. Tatiana will be leading it, with support from Nick. They'll be meeting in July, and we'll know more

c. There will be call for volunteers to review applicants

9. Relations Subcommittee update (Mel DeSart & Philip Herold)   **10:35-10:40**

    i. Possible volunteer opportunity

    ii. Call for stories from the field about experiences and practices about working with vendors didn't result in enough data

        1. Possible that getting people to write a story was daunting

        2. One possible solution is to use a webform for more narrow scope in questions

        3. Subcommittee went from 8 members to 4 members so it might need additional volunteers

10. Coordination with the [ACRL Impactful Scholarship and Metrics Task Force](#) **10:40-10:45** (Yasmeen)

        1. Conversations with Rachel Borschadt about tying research agenda themes to framework. Yasmeen shared with her sections that were most related.

        2. New framework coming out in the fall

11. EL project report (Jessica Clemons; with Cari Didion, Teresa Schultz, Sheila Garcia, Kim Henze)   **10:45-10:55**

a. This was 1st time ReSEC sponsored an EL group

b. Their project was to work with RA and create some use cases for how different types of libraries can engage with research agenda

c. Group was allowed to be creative and create their own understanding

d. Poster presentation happened on Friday with very positive feedback and interest

e. EL Group adapted charge to not just examine library type, but also role type, bu recognizing that roles are not mutually exclusive, and sometimes overlap. Longer doc has sections you can jump to

f. Teresa would like to see it getting incorporated into online presence

    i. Good for this group to be a sponsor

    ii. Greater feedback loop would be useful, and more communcication with commttee, but they got more than many other EL groups

12. Year-end reporting and future work plan ideas (Cmte Discussion)   **10:55 - 11:25**

    a. Concern raised about allocating resources and the capacity for new roadshows vs assessing and ensuring capacity and resources for existing roadshows (and other programs/obligations)

        i. Charlotte is LPC Fellow. LPC already developed a curriculum, they paid authors

            1. Liaising with LPC on their roadshow may be on idea

        ii. Roadshow revenue is down 35% from last year

        iii. All roadshows are marketed as a group, through regular channels

        iv. Yasmeen is dropping Library Publishing roadshow from planning grid since there is lack of capacity

    b. Continuing EL project teams

        i. Project proposals due early-mid fall, so we have time to reflect on its benefit to committee (http://www.ala.org/educationcareers/emerging-leaders-project-proposal-process)

        ii. Drafting up scope of expectations - to identify right balance of team's independences and creativity, but with adequate support from committee.

        iii. Need volunteers to continue work each year

    c. Thoughts about how ACRL will address big deal cancellations (elsevier cancellations at UC, Temple, FL State, Norway, Germany, Hungary, LSU)

        i. Relationship to SPARC/ACRL forum at Annual 2019

        ii. Observation that some of the institutions and countries have dropped the contracts for differen reasons (UC is different from LSU), CSU is examinging if UC's decision has downstream effects on other insitutions (like CSU)

        iii. Price transparency is something we already committed to.

        iv. Who is the audience (hey academic librarians, do xyz thing or examine xyz issues vs. hey publishers, tsk.tsk.tsk)

    d. How to connect the research agenda to Karen Munro's agenda

        i. This may have already been addressed

13. Wrap up (Yasmeen)   **11:25 - 11:30**

    a. Division level committee year end work report template

        i. Every year we do work plan and annual report on committee activities that Board uses for planning activities

b. Thank you to Yasmeen for her amazing service!

Research Planning and Review Committee

Meeting May 8, 2019
Minutes
Attendees: Allison, Ginny, Kathleen, Alex, Yuan, Eamon, Andy, Tom

Agenda:

1. Discuss comments from Board and finalize Scan
2. Plan webinar discussion for ACRL members

Timing for a webinar?
Maybe week of June 10? Second choice week of June 17?
How to structure?
30 min overview, 30 mins Q&A?
Are these recorded? Respond to questions after
Review the process at the beginning.
Create some slides for the overview
How to manage chat questions - moderator assigned to that role
If not questions, or to prime the pump, we should have some seed questions:
      What do you see as having the most impact on your library?
      How is your library responding to some of these issues?
Have a poll to engage:
      Of these trends, which resonates the most with you?

After we review each section, remind them to write down questions or to post questions in the chat box.

Roles:
Slides: Allison, Ginny + all to review
Present overview by sections: Eamon, Ginny, Kathleen
Chat moderator(s): Andy, Yuan
Questions/support during Q&A.

Action items:
- Start Google slide deck
- Finalize document - Allison and Kathleen
- Arrange webinar: Alex - advertising, set-up, etc. Allison - inquire with Mary Jane about how to schedule.
- Figure out logistics of tool.
- Schedule test webinar.

Section Membership Committee

ALA Annual Meeting Minutes
Saturday, June 22, 2019, 2:30 – 3:30 PM (adjourned early)
Washington Hilton, Woodley
Present: Kimberly Tully (Chair), Larayne Dallas (Vice- Chair), Mary Galvin, Bonnie Imler

1. Welcome and Introductions – noted low attendance

2. Selection of recorder – Tully volunteered

3. Reviewed goals from 2018-2019 Committee Work Plan

   1) Virtual Orientation – held in November, 2018 and recording available on ALA Connect

   2) 2018 ACRL Membership Survey results – noted confusion on whether or not the results, including cross-tab results for Sections, had been made available widely

   3) ACRL 101 Orientation – discussed the continued poor attendance at these orientations at both ACRL and ALA meetings, noted that the webcast version this year was better attended and it seems reasonable to focus energies in that direction, suggestion that maybe rebranding it by changing the name and improving the time slot; the Section Membership Committee could have a role in supporting/promoting the webcast in the future

   4) Monthly Reports Participation – continued confusion about submitting Section activities through the Google form (which we were told not to use any longer last year due; current Google form needs to be updated); clarification needed

   5) Support Student Engagement Projects – possible delay at ACRL level about these initiatives, though Membership Coordinating Committee did create a new webinar this year about applying for jobs in academic libraries targeting graduating MLIS students and early career professionals

4. New Business
   a. End of year report/work plan – Tully will do end of year report, Dallas will do 2019-2020 work plan
   b. Shauna Edson is the Vice-Chair Elect

5. Open discussion of other Membership issues and questions – general discussion about SCOE

Standards Committee

Date: Sunday, June 23, 2019

Time: 1:00 PM -2:00 PM

Location: Washington Hilton

Room: Woodley

Format: in person

Present:, Kim Eccles (chair), Nancy E. Fawley, David Free (Staff Liaison), Dr. Binh P. Le, Amanda Zhishan Xu,

Absent: April Cunningham (Board Liaison), Kari Janelle Garman, Dr. Amanda Nichols Hess (Ex-Officio), Willie Miller (vice-chair), Dr. Katherine Ott Quinnell, Ann Campion Riley, Scott Michael Sandberg, Dr. Jennifer E. Steele

Minutes

- No introductions were needed.
- Nancy Fawley volunteered to take the minutes
- 2018-19 year-end committee report

  Kim shared a draft of the year-end report with David. The work plan for next year will be written by Willie in his role as Vice-Chair and incoming Chair. The complete draft will be shared with the committee on Connect.

- Discussions:

  Committee members present at the meeting gave an update on the standards and guidelines they are working with:
    - ACRL Diversity Standards (Amanda Xu): There has been no work on the revisions. The committee will have more members next year and will be able to start working on the document.
    - Guidelines for Faculty Status for Academic Librarians (Nancy): The Task Force sent a survey out to ACRL members to gather information on librarians' status. The group gave a presentation on the results at ACRL which was poorly attended. The deadline to submit a draft to the ACRL Board is Midwinter 2020 and the task force is on schedule to meet that date.

- Committee members who were not present at the meeting should update the [spreadsheet](). It was noted that many of the guidelines and standards that are listed on the spreadsheet are not ready to be updated.

- Discussion of committee meeting schedule

There will be a September virtual meeting to orient new members to the committee.

- Additional items:
    - David will update the tracking spreadsheet with the new members and their assigned standards.
    - RBMS will be submitting a joint statement with SAA on Access to Research Materials in Archives and Special Collections Libraries to the committee for approval

Meeting minutes prepared and respectfully submitted by Nancy Fawley, 26 June 2019.

Association of College and Research Libraries

Value of Academic Libraries Committee

Meeting - ALA Annual Conference
Saturday, June 22, 2019
8:30am-10:00am EDT
Washington Hilton (Georgetown West room), 1919 Connecticut Avenue NW

Roll call, introduction of guests
Holly Mercer (Chair, July 1, 2018, to June 30, 2019)
Jill Kristine Becker (Vice-Chair, July 1, 2018, to June 30, 2019)
Ryan F. Buller (Member, July 1, 2018, to June 30, 2020)
Mr. Shawn P. Calhoun (Member, July 1, 2018, to June 30, 2019)
Ms. Amanda L. Folk (Member, July 1, 2018, to June 30, 2020)
Stephanie Mikitish (Member, July 1, 2018, to June 30, 2019)
Lisa T. Nickel (Member, July 1, 2018, to June 30, 2020)
Dr. Holt Zaugg (Member, July 1, 2017, to June 30, 2019)
Sara Goek (Staff Liaison, July 1, 2018, to June 30, 2019)
Kara Malenfant (Staff Liaison, July 1, 2018, to June 30, 2019)

Guests:
Barbara Ferry
Philip Shackelford
Beate Gersh

Chair / Vice-chair updates
Holly, Jill, and Amanda attended the ACRL Leadership Council meeting on 6/21 nand
then met with Emily Daly to discuss the VAL objective, "Support libraries in articulating
their role in advancing issues of equity, access, diversity, and inclusion in higher
education" and to plan for the VAL update to the Board on 6/22.
VAL will assume responsibility for the ACRL Libraries Transform
Toolkit https://acrl.libguides.com/transform next year.

VAL FY2020 workplan and subcommittee goals for upcoming year
Cultivate research opportunities that communicate the impact of academic and research
libraries in the higher education environment
- Members discussed moving beyond promoting the Research Agenda

- Travel scholarships (to date), impact grants, College and Research Libraries special issue all promote the Research Agenda by providing opportunities to engage in research and share the results
- Focus more specifically on EDI initiative in 2019-2020, a topic only lightly covered in the Research Agenda?
- For the CRL special issue, there were 21 proposals and 11 were accepted pending submission of full article and additional review

Library research impact grants for practitioner-scholars
- Subcommittee met, reviewed 21 applications and selected 7 for this round of funding
- The group also reviewed the template for PIs funded in first round to submit a final report
- VAL should consider whether the impact grants should continue past the FY2020 year.

Updating the Research Agenda Dashboard/Data Visualization Component
- The committee discussed whether to continue updating and maintaining the Dashboard/Visualization Tool
- Is use low because it has only been updated through 2017, or is use low because it hasn't been promoted sufficiently?
- VAL may decide to retire the tool and focus on other methods to support research

Empower local academic library advocacy, with emphasis on role in advancing issues of equity, access, diversity, and inclusion in higher education.
- The EDI subcommittee met and had a couple of ideas for making progress in this area
- Discussed ways to share academic libraries' stories of success, e.g., via blog
- Could host webinars with student success practitioners and researchers
- Possibility to revisit hiring a consultant when have a better articulated need

VAL travel scholarships
- Holt Zaugg agreed to lead this subcommittee next year
- 3 of the 4 ACRL committees with a member on this group have appointed the member; applications for the next round will be announced soon after ALA Annual; meeting scheduled for early July

Any other business
Possible topical areas to explore next year:
- Student privacy, learning analytics, and data

Adjourned, 10:00am

This page included to accommodate double sided printing.

Q2 Including this year's SPOS meeting, I've attended...

Answered: 12   Skipped: 0
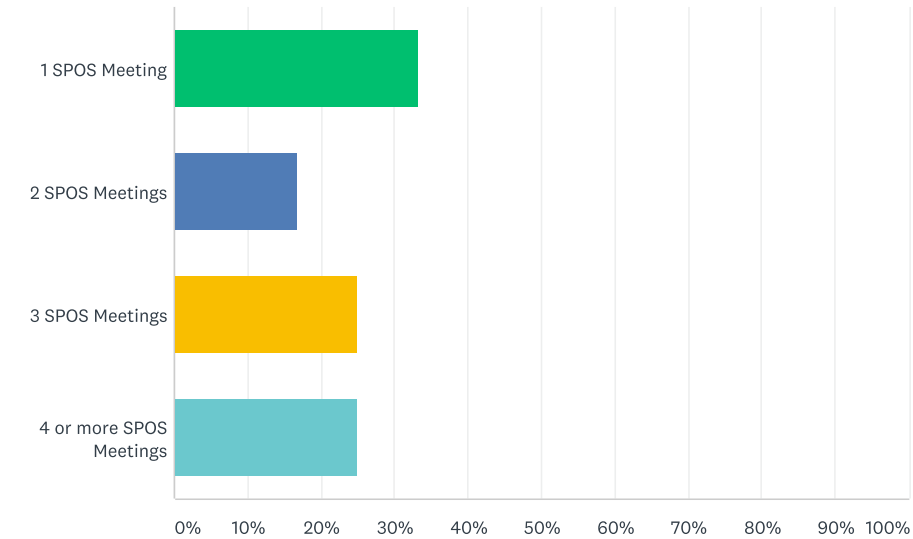
ANSWER CHOICES	RESPONSES	
1 SPOS Meeting	33.33%	4
2 SPOS Meetings	16.67%	2
3 SPOS Meetings	25.00%	3
4 or more SPOS Meetings	25.00%	3
TOTAL		12

Q3 Please rate the following SPOS generative outcomes:

Answered: 12   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Develop understanding of concept of interaction safety, consciously inclusive mindsets, and creating and supporting culture changes.	0.00% 0	0.00% 0	25.00% 3	41.67% 5	33.33% 4	12	4.08
Develop understanding of hybrid MW 2020 schedule in preparation for new event in January 2021.	0.00% 0	0.00% 0	16.67% 2	41.67% 5	41.67% 5	12	4.25
Understand SCOE proposal, its implications for ACRL members, and the Board's role in communicating potential changes.	0.00% 0	8.33% 1	8.33% 1	25.00% 3	58.33% 7	12	4.33
Deepen awareness and application of best practices for creating and supporting culture change initiatives.	0.00% 0	8.33% 1	33.33% 4	50.00% 6	8.33% 1	12	3.58
Explore the mindsets that drive greater collaboration, innovation, the shift to a more joining culture and the behaviors that counter unconscious bias.	0.00% 0	0.00% 0	16.67% 2	75.00% 9	8.33% 1	12	3.92
Plan content for ACRL Leadership Council.	0.00% 0	0.00% 0	16.67% 2	58.33% 7	25.00% 3	12	4.08

Q4 Please rate the following SPOS strategic outcomes:

Answered: 12   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Set directions for FY20 and beyond regarding ACRL's core commitment to equity, diversity, and inclusion.	0.00% 0	25.00% 3	16.67% 2	50.00% 6	8.33% 1	12	3.42
Deciding how to communicate to ACRL members about the numerous change initiatives underway, i.e., SCOE, Midwinter Meeting changes.	0.00% 0	8.33% 1	33.33% 4	16.67% 2	41.67% 5	12	3.92
Deciding how to communicate to ACRL members about how ACRL is implementing initiatives that demonstrate its core commitment to EDI.	0.00% 0	16.67% 2	33.33% 4	33.33% 4	16.67% 2	12	3.50
Enhance ACRL action plans and goals applying session learning.	0.00% 0	8.33% 1	33.33% 4	58.33% 7	0.00% 0	12	3.50

Q5 Please rate the following SPOS fiduciary outcomes:

Answered: 12   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Develop ground rules for the Board's work in 2019–2020.	0.00% 0	0.00% 0	16.67% 2	8.33% 1	75.00% 9	12	4.58
Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.	0.00% 0	0.00% 0	18.18% 2	45.45% 5	36.36% 4	11	4.18
Exercise of effective stewardship of ACRL's Plan for Excellence.	0.00% 0	8.33% 1	16.67% 2	58.33% 7	16.67% 2	12	3.83
Develop high level understanding of ACRL's financial resources and its ability to invest in new initiatives.	0.00% 0	0.00% 0	25.00% 3	33.33% 4	41.67% 5	12	4.17

Q6 There is a climate of respect and trust among Chairs, Board, and staff.

Answered: 12   Skipped: 0

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	75.00% 9	16.67% 2	0.00% 0	8.33% 1	0.00% 0	12	1.42

#	COMMENTS AND SUGGESTIONS:	
1	I should have called section leaders before SPOS.	

Q7 There is a clear commitment to building consensus on issues discussed.

Answered: 12   Skipped: 0

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	83.33% 10	8.33% 1	0.00% 0	8.33% 1	0.00% 0	12	1.33

#	COMMENTS AND SUGGESTIONS:	
1	We are committed to this, this how isn't always clear.	

Q8 What worked well at this meeting?

Answered: 12   Skipped: 0

#	RESPONSES
1	I did not note anything that did not work well. The free night was a welcomed treat.
2	I liked being in Chicago! The gift bags were very welcoming! The restaurant selections were perfect.
3	The consultants were good - very flexible in their approach. We had excellent, honest and difficult conversations that were very important. Timing on the agenda and other activities was good.
4	In-person opportunities for bonding and relationship-building seemed welcome and effective. SCOE discussions were well organized and as effective as possible given the limited information we have. Energy around EDi seemed strong.
5	It all worked well.
6	Frank conversation. I appreciated Karen joining us to facilitate our conversation on Friday so the President could participate actively. The consultants were well prepared and managed our EDI conversations skillfully--since this involves or can involve tough conversations, that is a big compliment.
7	I liked the ability to spend time with new board members, then build on that and meet the rest of the board and the goal area chairs.
8	Time spent with committee chairs; time spent for board-only discussions; productive use of time spent; facilitation of discussions; time for all voices to be heard
9	Dinner together
10	I really liked the evening reception and dinner and the fact that committee chairs were included. I also liked the Th's facilitated discussion and the follow-up conversation Fr morning. I thought the meeting location/ballroom space was very nice and worked well for our purpose.
11	Having the Goal Area Committee Chairs participate. Some of the work with the consultants was helpful and I thought there was open honest conversation. Emily's presentation and discussion on SCOE was very useful.
12	The facilitators were excellent and attendees were very engaged. Also, having Thursday night "open" was much appreciated.

Q9 What should we do differently at our next meeting?

Answered: 12   Skipped: 0

#	RESPONSES
1	It all seemed okay to me.
2	I really missed the social night. I know it's a lot for introverts (myself included), but I felt less connected with everyone after this SPOS than I did at the last two.
3	We needed more time for the reporting out from the committees at the end of Thursday but overall it was a good meeting.
4	More explicit explanation of why chairs and vice-chairs are at SPOS--what their role is in relation to the Board? Give more structure/goals to the co-chair discussion time (and a facillitator?) Do the discussion after action plan time More time ofr committee chairs to discuss amongst themselves Some will have to leave before en dof day so consider moving action plan work earlier in the day Want structure to follow up on action plan items and end-of-day harvest Discussion list for chairs/vice-chairs?
5	No suggestions at this time.
6	I believe we covered this in some of our conversations before we departed. The days were packed but i think there was a sense that the final goal work among committees was too short and there wasn't enough time for fuller discussion among the groups.
7	This was mostly covered in our debrief on Friday morning, and I don't have anything to add at this point
8	Not sure that we needed to spend an entire day with the consultant, or at least that consultant, who I fear did not have a keen understanding of the work we do or the level of commitment of board members; provide more structured time for the committee chairs to meet with one another, if only by giving them some spring-board topics; didn't feel we had enough time to close the loop with committee chairs; spending so much time in circle activities is difficult and creates anxiety for those who are introverts
9	Likely bring back team building exercise. Focus on EDI, mindsets and organizational culture. How can ACRL help leaders of any size academic library understand the nuances of change in their cultures.
10	I missed having a second evening event for the board. The Wed evening dinner was fantastic, but I would have enjoyed having a second evening event (e.g., another planned dinner and/or a fun activity like the glass blowing we did last year). In my years attending SPOS, I've found the second evening activity to be really helpful and important for getting to know board members. I think this additional time is particularly important for new board members.
11	Sometimes it feels like we are covering the same ground with respect to EDI and working with consultants.
12	One Board member suggested having baggies/treat bags for the people to take treats on the plane.

Q10 Please enter comments regarding logistics (hotel, meeting space, catering, social activities):

Answered: 11   Skipped: 1

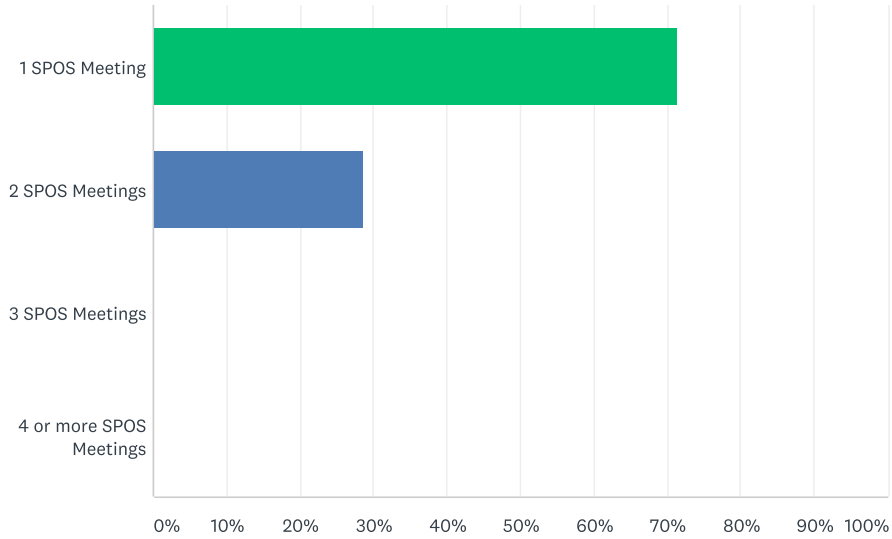| #	RESPONSES
1	Nice hotel and meeting space. The hotel food was great and the restaurants offered a nice variety suitable for all dietary needs. Social activity was marvelous.
2	Thanks to Tory for the little welcome goodie bag - that was a nice touch! The venue for dinner did not allow for as much mixing and mingling among the Board, Chairs and staff as we've had in the past. I've enjoyed the activities we've done together in the past that tend to foster that camaraderie (although I realize there is more cost involved).
3	Chicago seems like a good SPOS city, for cost and time zones/travel requirements. Hotel was hospitable and location was good. Unscheduled evening on Thursday seemed well-received as many ppl had Chicago friends to see, and EDI work was tiring by end of day.
4	They were all fine. I appreciate having breakfast and lunch as part of the meeting.
5	GO ACRL staff! I have only praise for the work that went into planning the meeting, Thanks so much for your dedication and expertise.
6	It was fantastic, I really appreciate all of the hard work that went into planning this event.
7	Hotel, meeting space were fine; catering was yummy, dinner on Wednesday was lovely and provided a nice opportunity to get to know one another in a more informal setting. It was very disappointing that there was no planned dinner or activity for Thursday night. I think some folks felt like they were on their own, which can be very difficult for new board members. I'm not sure why the choice was made to not have an activity that night, but I feel like it left a hole and it was a lost opportunity for our time spent together, especially after a full day of some really difficult conversations. If the reason was financial, couldn't we have found an inexpensive way to be together? Perhaps a walking tour of the area, a field trip to the ALA offices, a trip to a nearby library? It was my understanding that the board "field trips" at SPOS were always optional, so I'm not seeing how this decision was made to allow folks to go their own way and explore on their own.
8	Perfect.
9	I thought the hotel, catering, and meeting space were all great! See note above about social activities. :)
10	Always appreciative of the work the staff does on arrangements, especially the food.
11	The hotel location was very convenient (but several people thought the room was cold); lots of vegan options (thank you);

Q11 Other comments or suggestions?

Answered: 7   Skipped: 5

#	RESPONSES
1	My observation is that these meetings are well planned, with lots of information conveyed in a cogent manner. I commend the staff and leadership on a job well done.
2	Kudos to Carolyn and Derrick for the heavy lifting they did in our conversations. The meeting would not have been nearly as useful and fruitful without their honesty and willingness to be vulnerable.
3	Big thanks to the staff for another amazingly well-planned and thoughtful event. I think the in-person time for Board and chairs is extremely valuable in keeping us moving throughout the rest of the year.
4	Thanks to the staff for being superstars! Thanks to Mary Ellen for being Mary Ellen. Thanks for the tasty food! Thanks for the hospitality! Thanks for the camaraderie! And happy birthday David!
5	I did hear questions about the bonding activity...
6	As always, thank you, staff, for all you do to make SPOS both effective and fun!
7	I have mixed feelings about the elimination of the social activity. It has been a great informal way to get to know people. However, it was also nice to have the evening free. One thing that would be nice would be to have a complete list of participants with their contact information, home institution and ACRL role (in paper).

Starts with question 2; removed question 1 with identifying info.

Q2 Including this year's SPOS meeting, I've attended...

Answered: 7   Skipped: 0

ANSWER CHOICES	RESPONSES	
1 SPOS Meeting	71.43%	5
2 SPOS Meetings	28.57%	2
3 SPOS Meetings	0.00%	0
4 or more SPOS Meetings	0.00%	0
TOTAL		7

Q3 Please rate the following SPOS generative outcomes:

Answered: 7   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Develop understanding of concept of interaction safety, consciously inclusive mindsets, and creating and supporting culture changes.	0.00% 0	14.29% 1	42.86% 3	28.57% 2	14.29% 1	7	3.43
Develop understanding of hybrid MW 2020 schedule in preparation for new event in January 2021.	14.29% 1	42.86% 3	14.29% 1	28.57% 2	0.00% 0	7	2.57
Deepen awareness and application of best practices for creating and supporting culture change initiatives.	0.00% 0	57.14% 4	14.29% 1	14.29% 1	14.29% 1	7	2.86
Explore the mindsets that drive greater collaboration, innovation, the shift to a more joining culture and the behaviors that counter unconscious bias.	0.00% 0	42.86% 3	42.86% 3	0.00% 0	14.29% 1	7	2.86

Q4 Please rate the following SPOS strategic outcomes:

Answered: 7   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Set directions for FY20 and beyond regarding ACRL's core commitment to equity, diversity, and inclusion.	0.00% 0	42.86% 3	28.57% 2	14.29% 1	14.29% 1	7	3.00
Enhance ACRL action plans and goals applying session learning.	0.00% 0	57.14% 4	28.57% 2	0.00% 0	14.29% 1	7	2.71

Q5 Please rate the following SPOS fiduciary outcomes:

Answered: 7   Skipped: 0

	1 - NO SECTIONS OR PORTIONS OF THIS OUTCOME WERE MET.	2 - A PORTION OF THIS OUTCOME WAS MET.	3 - THIS OUTCOME WAS MET.	4 - THIS OUTCOME WAS MET AND PARTIALLY EXCEEDED.	5 - THIS OUTCOME WAS MET AND GREATLY EXCEEDED.	TOTAL	WEIGHTED AVERAGE
Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.	0.00% 0	14.29% 1	28.57% 2	42.86% 3	14.29% 1	7	3.57
Exercise of effective stewardship of ACRL's Plan for Excellence.	0.00% 0	57.14% 4	28.57% 2	0.00% 0	14.29% 1	7	2.71
Develop high level understanding of ACRL's financial resources and its ability to invest in new initiatives.	0.00% 0	28.57% 2	42.86% 3	14.29% 1	14.29% 1	7	3.14

Q6 There is a climate of respect and trust among Chairs, Board, and staff.

Answered: 7   Skipped: 0

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	42.86% 3	42.86% 3	0.00% 0	0.00% 0	14.29% 1	7	2.00

#	COMMENTS AND SUGGESTIONS:
1	Let me know when I can come work at ACRL. I wish I could have the level of respect and trust created at SPOS in my everyday life.
2	This appears to be growing as people get to know each other, but I really didn't know anyone except Kara Malenfant and Faye Chadwell very well.

Q7 There is a clear commitment to building consensus on issues discussed.

Answered: 7   Skipped: 0

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	100.00% 7	0.00% 0	0.00% 0	0.00% 0	7	2.00

#	COMMENTS AND SUGGESTIONS:
1	Our approach to equity, diversity, and inclusion is wonderful. I believe we have consensus. Also, we will need to continually update our approach and come to consensus each year.
2	So happy that EDI is a focus and everyone is on board.

Q8 What worked well at this meeting?

Answered: 7   Skipped: 0

#	RESPONSES
1	Good content, conversation, and flow.
2	I think the workshop that we had on Thursday was especially effective in developing trust and a feeling of team/community among the participants, as well as being productive (i.e. addressing the present and future needs of the association related to EDI).
3	Everything. I felt like I could be myself and be heard. Everyone's open-mindedness and willingness to listen to one another was incredible.
4	I was especially impressed by the conversation at the cocktail hour and dinner, it was really important to get to know my colleagues at the meeting.
5	The active learning/discussion components of the day (particularly those led by the consulting group)
6	I only attended the Thursday session, but it was very informative and a great day of learning.
7	Having the consultant-led facilitation was really valuable, but I wonder if bringing DeEtta Jones back would have been better since she worked with us last year. I'm very grateful for the concepts introduced and the bonus books and materials :)

Q9 What should we do differently at our next meeting?

Answered: 7   Skipped: 0

#	RESPONSES
1	I'm not sure if I am a fan of circle seating -- although the activities were important and relevant. I do think they can still be conducted with same successful outcomes without the circle seating.
2	There should be more time for the goal-area committee chairs/vice-chairs to spend with their liaisons (staff & board), as well as with each other. There was only 30 minutes on the first day for the latter and it was right after the meeting started; we didn't really know what to do. I think if this had been on the second day, we could've had some productive conversations about what each of our committees intends to do. I feel like our work is very siloed.
3	I think the division-level committee chairs/vice-chairs could come to SPOS with particular issues that need to be addressed/discussed in person. Having 90 minutes was valuable time to be face-to-face. I might extend that time, and possibly chunk it up to work on specific issues.
4	Perhaps build in more hydration and bathroom breaks
5	No suggestions.
6	I wish I'd known that it would be a good idea for me to attend the day long Wed and Thursday sessions. I felt at a disadvantage because I was told that I wouldn't need to attend Wednesday. Much of the conversation on day 2 spawned from what was discussed on day 1.
7	I think we needed more time with for goal area committees to meet. Our meeting felt rushed and we were accompanied by an unaffiliated board member who had not read our work plan and couldn't open it on her computer- consequently, she asked many irrelevant questions and unintentionally derailed the work I thought we were there to do. It would be nice to be able to leave SPOS with a timeline of concrete next steps (I.e. when will our work plan be officially approved?)

Q10 Please enter comments regarding logistics (hotel, meeting space, catering, social activities):

Answered: 5   Skipped: 2

#	RESPONSES
1	Thank you for providing the hotel -- it was a nice location and hotel. The food was good along with social activities.
2	Everything was excellent!
3	I loved Chicago. The Allerton was perfect for my needs.
4	The hotel was convenient to downtown but not the airport. The cost of cabs and the time it takes to get to the hotel was a hurdle. I did love the dinner location on Wed night.
5	The logistics were very smooth and I especially appreciate Allison's attentiveness to ensuring I had good flight times! Having the cocktail reception followed by dinner was really lovely!

Q11 Other comments or suggestions?

Answered: 6   Skipped: 1

#	RESPONSES
1	I might have preferred reading material prior to the meeting (The Nibble Theory). It's a quick read and would have been good to have that read already in advance.
2	Thank you so much for a productive and meaningful experience!
3	I've never been more proud to be an ACRL member. The experience has further deepened my already strong respect for the ACRL staff.
4	I'm so glad that the committee chairs were able to attend, I feel like the things discussed/learned were so important to implement!
5	Get the advance reading out earlier. I didn't have time to read it all before getting to the meeting. Thanks for a very informative day!
6	I thought it was wonderful that you tried to give the committee chairs time to talk with each other, but I think that conversation needed more structure - perhaps it could have been convened by one of the awesome ACRL staff members? I could imagine a simple Wins/Wished format — what works well for your committee / where could you use more support? Thanks again for everything - it is awesome to be included!

*Starts with question 2; removed question 1 with identifying info.*

Q2 Please rank the following from 1 (strongly disagree) to 5 (strongly agree).

Answered: 1   Skipped: 0

	1- STRONGLY DISAGREE	2- DISAGREE	3 - NEITHER AGREE OR DISAGREE	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Orientation outcomes were clear.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
I understand my role and expectations on the Board.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
I have a better understanding of the ACRL and ALA relationship regarding membership, finances, policy, and governance.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
I have a better understanding of some of the issues facing the Board.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
I have a deeper understanding of ACRL's budget process, revenue streams and expenses, and financial position.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
The orientation prepared me for my work on the Board.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
The materials were helpful.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
There was enough time to answer questions during the orientation.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00
If I have questions, I know whom to ask or where to get the information I need.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	4.00

Q3 This year, we updated the Board Manual format from a PDF to a LibGuide. Do you prefer the new format as a LibGuide?

Answered: 1   Skipped: 0
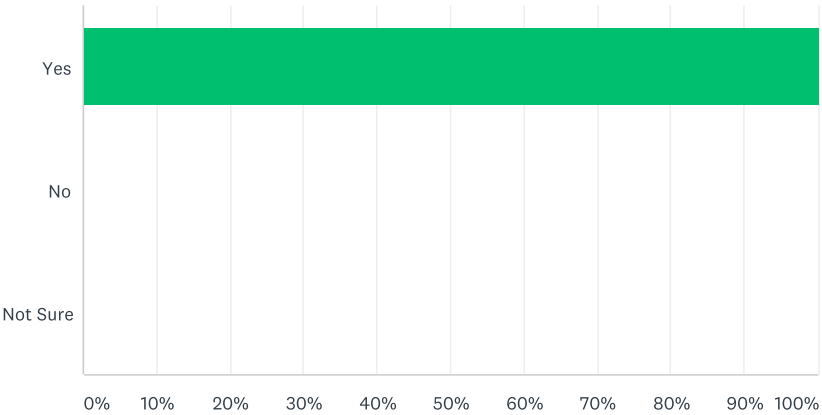
ANSWER CHOICES	RESPONSES	
Yes	100.00%	1
No	0.00%	0
Not Sure	0.00%	0
TOTAL		1

Q4 If you have other feedback regarding the LibGuide format, please enter here.

Answered: 1   Skipped: 0

#	RESPONSES
1	It's awesome!

Q5 Please enter any comments/suggestions regarding the orientation.

Answered: 0   Skipped: 1

#	RESPONSES
	There are no responses.