

## ACRL Virtual Board Update Information Session

January 18, 2023, 11:00 a.m. – 1:00 p.m. central

[Zoom Login](#)

| Time  | Agenda Item  |
|---|--|
| <b>11:00–11:05 a.m.</b>                           | <b>1.0 Welcome and Introductions (Ellis)</b><br>ACRL President Erin Ellis will welcome the Board and guests and will ask the Board if there are items for New Business. Please note that for this Board Update meeting there are no votes, and we will not keep formal minutes.                                |
| <b>11:05–11:20 a.m.</b><br><i>Discussion</i>      | <b>2.0 Board and Executive Director Responsibilities Overview (Ellis and Malone) #12.0, 12.1</b><br>The Board will review a document from Board Source that describes the responsibilities between the Board and the Executive Director – some of this will be a review from the board orientation.            |
| <b>11:20–11:35 a.m.</b><br><i>Discussion</i>      | <b>3.0 ACRL Board Meetings: ALA Annual 2023 (Ellis) #13.0, 13.1</b><br>The Board will give feedback on a draft schedule, which includes virtual and face-to-face meetings for AC23, and discuss its preference for meeting face-to-face or virtually at the 2023 ALA Annual Conference in Chicago, IL.         |
| <b>11:35–11:50 a.m.</b><br><i>Discussion</i>      | <b>4.0 Development (Malone) #14.0</b><br>We will look at the results of Giving Tuesday and the end-of-year campaign and strategize for 2023.   |
| <b>11:50 a.m.—12:10 p.m.</b><br><i>Discussion</i> | <b>5.0 Use of chat in board meetings (Ellis and Malone) #15.0</b><br>We will discuss how we might wish to use the chat function during board meetings, with guidance from ALA's former parliamentarian, Eli Mina.  |
| <b>12:10–12:25 p.m.</b><br><i>Discussion</i>      | <b>6.0 ALA Bylaws revisions and strategies for LLX (Whatley)</b><br>The last revision of the bylaws is due 13 Jan. We will discuss the latest version with Councilor Kara Whatley leading the discussion. Part of that discussion will include strategies for the constitutional convention scheduled for LLX. |
| <b>12:25-12:45 p.m.</b><br><i>Discussion</i>      | <b>7.0 Strategic planning (Ellis) #16.0, 16.1</b><br>We will discuss the desirability of revising the strategic plan, focusing on a proposal made by Jean Frankel  |
| <b>12:45-1:00 p.m.</b>                            | <b>8.0 New Business (Ellis)</b>  |

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Board Chair and Chief Executive Responsibilities

Submitted by: Jay Malone and Erin Ellis

Date submitted: 9 Jan 2022

### Background

This past September, Erin Ellis and Jay Malone attended a board training session offered by the American Council of Learned Societies. We would like to take the opportunity to review the ACRL Guide to Policies and Procedures, Board Responsibilities, 2.2.1 and to discuss the document 12.1 Board Chair and Chief Executive Responsibilities, which was produced by Board Source, a reputable source for non-profit management. The ACRL Guide to Policies and Procedures underscores the importance of the whole Board and that each role carries responsibilities. The Board Source document focuses on the roles of the board chair (who leads the board) and the executive director, who is responsible for implementing policy, etc. It focuses on the major areas of concern for the board, e.g. policy and planning, budget and finances, fundraising, etc., and it is important that board members and the director remain clear as regards their respective responsibilities.

### Questions for the Board to Discuss

What questions do you have about the division of responsibilities between the board and the director?

As you can see in the Board Source document, every area under discussion includes shared responsibilities. What are some of the ways that we can strengthen those shared obligations?

Has anyone experienced a period of board service when the responsibilities were not observed? If so, what were the outcomes?

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## Stakeholders

ACRL Board, ACRL Staff, ACRL Members

## Strategic Goal Area Supported

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

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

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

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# BOARD CHAIR AND CHIEF EXECUTIVE RESPONSIBILITIES

A strong partnership between the chief executive and board chair is essential to leading an effective organization. When the relationship goes awry, it's often due to confusion over individual responsibilities.

In general, the chief executive's role is focused on management and working with staff to implement programs and initiatives in support of the organization's purpose. The board chair is responsible for governance and oversight, leading the board in evaluating the organization's work from a macro-perspective and ensuring that the work advances the mission in an ethical and legal manner.

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But how do these general roles manifest in key responsibilities, such as fundraising or board meetings? Read on to find out.

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## POLICY AND PLANNING

| Board Chair/Governance   | Shared                                    | Chief Executive/Management  |
|--|---|---|
| Develops and/or reviews guiding principles (mission, vision, values), purpose, and policies            | Strategic planning and program evaluation | Commits to and carries out mission  |
| Ensures effective planning, overseeing board involvement in development and approval of strategic plan | Mission impact                            | Provides administrative support for board policymaking  |
| Monitors organization's programs and services in support of the mission and strategic plan             | Organizational growth and sustainability  | Engages the board in planning   |
|  |   | Implements strategic plan   |
|  |   | Monitors the quality and effectiveness of individual programs, providing board with data and information needed to evaluate program effectiveness, impact, and outcomes |

## BUDGET AND FINANCES

| Board Chair/Governance  | Shared             | Chief Executive/Management   |
|---|--------------------|--|
| Ensures adequate financial resources; protects assets; provides financial oversight | Fiscal stewardship | Prepares and proposes budget to board  |
| Reviews and approves annual budget  |                    | Manages programs according to board-adopted financial policies and budget guidelines |
| Oversees annual audit process   |                    |  |

## FUNDRAISING AND DEVELOPMENT

| Board Chair/Governance  | Shared   | Chief Executive/Management  |
|---|--|---|
| <p>Maximizes board member participation in resource development; oversees approval of fundraising plan</p> <p>Attends fundraising events, cultivates donors, and makes a personal contribution</p> <p>Solicits contributions from board members</p> | <p>Solicit contributions from outside donors</p> <p>Engage board members in fundraising activities</p> <p>Evaluate effectiveness of fundraising strategies</p> | <p>Develops fundraising plan and coordinates overall fundraising efforts</p> <p>Ensures staff support for board fundraising</p> <p>Updates board on development efforts</p> |

## BOARD MEETINGS

| Board Chair                                 | Shared                        | Chief Executive  |
|---|-------------------------------|--|
| <p>Leads and facilitates board meetings</p> | <p>Develop meeting agenda</p> | <p>Ensures that board members have necessary information and meeting materials</p> <p>Attends meetings, except specific executive sessions</p> |

## COMMITTEE WORK

| Board Chair  | Shared   | Chief Executive   |
|--|--|---|
| <p>Ensures that board has effective committee and task force structure</p> <p>Appoints board committee and task force chairs</p> <p>Serves as ex officio, non-voting member of all committees, except the governance committee when discussing elections</p> <p>Keep board informed of committee and task force work</p> | <p>Develop and review committee structure and individual committees to ensure alignment with mission and strategic goals</p> <p>Identify committee members</p> | <p>Sits in on appropriate committee meetings as non-voting member</p> <p>Ensures that committee members have staff support and needed materials/information</p> |

## BOARD RECRUITMENT AND DEVELOPMENT

| Board Chair  | Shared  | Chief Executive  |
|--|---|--|
| Ensures strategic board building and recruitment<br>Sets goals and expectations for the board<br>Cultivates leadership among individual board members<br>Prioritizes board development, including orientation and educational sessions | Identify skills, expertise, and attributes needed for board diversity<br>Keep all board members engaged in the work of the organization<br>Keep an equity mindset | Develops and sustains strong working relationships with board members<br>Shares appropriate information to keep board informed and educated about ongoing organizational activities and changes in the field in which the organization works<br>Identifies potential new board members and participates in orientation |

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## BOARD ASSESSMENT

| Board Chair   | Shared  | Chief Executive                  |
|---|---|----------------------------------|
| Ensures regular opportunities for assessment<br>Oversees comprehensive board assessment every two years | Evaluate assessment results and identify board development opportunities in collaboration with governance committee | Assists board assessment process |

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## STAFF OVERSIGHT, COMPENSATION, EVALUATION

| Board Chair  | Shared   | Chief Executive   |
|--|--|---|
| Oversees hiring, compensation, and evaluation of chief executive<br>Ensures chief executive succession plan exists | Provide general oversight to ensure strong and effective staff resources | Oversees and evaluates all staff<br>Sets staff salaries within budget constraints |

PUBLIC RELATIONS AND COMMUNICATIONS

| Board Chair   | Shared  | Chief Executive  |
|---|---|--|
| Promotes the work of the organization and encourages board members to do so as well; advocates for the organization's purpose with public policy makers<br>Speaks for the board when a controversy or crisis arises | With full board and staff, develop message that conveys the organization's purpose effectively and can be used consistently by everyone within the organization<br>Public policy advocacy | Serves as public face and official spokesperson for the organization<br>Coordinates public relations and communications and advocacy efforts |

RESOURCES



Please note that this delineation of roles and responsibilities is recommended practice and may not apply to all organizations, including those small and new organizations without staff.

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: ACRL Board Meetings: ALA Annual 2023

Submitted by: Jay Malone, Executive Director, ACRL

Date submitted: 8 January 2022

### Background

The Board will give feedback on a draft schedule, which includes virtual and face-to-face meetings for AC23, and discuss its preference for meeting face-to-face or virtually at the 2023 ALA Annual Conference in Chicago, IL.

### Questions for the Board to Discuss

Please articulate the questions to which you'd like the Board's feedback.

Should the ACRL board meet in person or virtually for the ALA annual conference in Chicago?

A third option could be hybrid, which would introduce more costs and will necessarily limit the interactions of those who are present virtually.

The proposed schedule on Draft AC 23 ACRL Governance Schedule tries to take into account the dates of the ACRL conference, 15-18 March.

Does the board need to meet in the spring? Here is the policy:

#### 2.4.1 Meeting Dates and Schedules

The Board meets two times a year during LLX and the Annual Conference. Typically, two formal board meetings are scheduled during each as well as one or two informal meetings for updates, document checking, and training. The Board sometimes decides to come in a day early and meet on the Thursday before conference when additional work is needed on strategic planning or other projects.

The Executive Committee meets twice a year, in the spring, usually during the first week in May in Washington, D.C. to coincide with ALA's National Library Legislative Day, and in the fall during

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September or October in Chicago along with other ALA divisions and the ALA Executive Board. [N.B. There will be no National Library Legislative Day activities in 2023]

## Stakeholders

Presidents have been consulted

Board members and staff

## Strategic Goal Area Supported

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

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

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

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Draft ACRL Governance Schedule  
Spring 2023 to ALA Annual Conference 2023

| <b>April/May 2023</b>  |
|--|
| <a href="#">ACRL Spring Board Virtual Meeting</a> (Needed?)  |
| Virtual Leadership Council and Membership Meeting (date TBD) |

| <b>Two weeks prior to Annual (June 5–8, 2023)</b>                                       |
|---|
| One ACRL Board of Directors virtual meeting (tentative time, June 6: 10am-12pm)         |
| One ACRL Budget & Finance Committee virtual meeting (tentative time, June 5: 10am-12pm) |

| <b>ALA Annual Conference 2023</b>   |  |                                    |   |
|---|--|------------------------------------|---|
| <b>Friday<br/>June 23</b>   | <b>Saturday<br/>June 24</b>  | <b>Sunday<br/>June 25</b>          | <b>Monday<br/>June 26</b>                         |
| Board Update<br>8am-10am<br><br>(NB: ALA Exec Board meeting<br>1: 9am-12pm, optional) | Board Meeting II<br>8am-10am<br><br>(President's Program<br>10:30am – 11:30am)                         | B&F Meeting<br>8am-11:30am         |   |
| Board Orientation<br>10am-12pm  | Board Lunch 12pm-1pm<br><br>Board Meeting II<br>(cont. if needed in same room as lunch)<br><br>2pm-3pm | ALA Council II<br>9am-11:30am      | ALA Council III 9am-11:30 am                      |
| BARC/F&A<br>1pm-3pm   | ALA Council I 2:30pm-5pm   | PBA/Division Leadership<br>1pm-3pm | (NB: ALA Exec Board Meeting 2: 1pm-5pm, optional) |

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Giving Tuesday and Development

Submitted by: Jay Malone, ACRL, Executive Director

Date submitted: 9 January 2023

### Background

As we saw in the Board Source document (12.1) discussing the responsibilities of the board chair and the executive director, both work with the board to solicit outside contributions and engage board members in fundraising activities. ACRL works hard to encourage end-of-year gifts. The results have been uneven over the years, and we would like the board to provide suggestions for future efforts. Note that we do not raise money just to raise money and target the 3 funds. The scholarship funds are self explanatory. The Advancement Fund supports programs and initiatives that strengthen ACRL's influence in higher education and dedication to creating diverse and inclusive communities in the Association and in academic and research libraries.

### **Giving Tuesday/end-of-year campaign for 2022 (N.B. these numbers have not yet been finalized by ALA accounting):**

We sent a total of 6 messages, one before Giving Tuesday (Nov 29), one on Giving Tuesday and 4 follow up messages, including one on Dec 31.

- Total Gifts: \$5,145
  - \$1,920 for Advancement Fund
  - \$2,800 for Conference Scholarship Fund (we were able to award 88 scholarships for Pittsburgh, totaling \$51,950, about half of which are supported by registration fees)

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- \$425 for RBMS Conference Scholarship Fund (these do not include donations made when people register for the RBMS conference)
- Total Donors: 39
  - New donors: 4
  - Renewed donors: 25
  - Reinstated donors (did not give in FY22): 7
  - Second gift on FY23: 3
  - 3 donors gave to multiple funds

For reference, last year 61 donors gave \$7,707.

The drop in number of donors and total amount can be explained by a more difficult financial year (compared to 2021), ongoing pandemic fatigue, and other factors.

### Questions for the Board to Discuss

1. What can we do to improve the number and amount of gifts?
2. Do board members find it an effective use of time to thank donors for their gifts?
3. What other ways can we instill a spirit of giving in our members?

### Stakeholders

ACRL Staff; ACRL Presidents; ACRL members

### Strategic Goal Area Supported

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

☐

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Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Use of chat function in virtual/hybrid board meetings

Submitted by: Jay Malone, ACRL, Exec Director

Date submitted: 8 Jan 2023

### Background

The board will discuss the advantages and disadvantages of the chat function for virtual/hybrid board meetings. Past experience has shown that chat can be a distraction and is not in accordance with practices for in-person meetings. Former parliamentarian, Eli Mina, offered some guidance on the use of the chat function. He recommends that we always read a statement about acceptable and unacceptable conduct at the start of any virtual ACRL Board meeting. Guests do not participate in any way, except when invited to do so by the Presiding Officer or Council. Chat is not an option, certainly not for guests. The Member input segment before the end of a virtual Board meeting should be prefaced by a statement requiring civility and respectful conduct. As a reminder, for in-person meetings, board members raise their hands and are recognized by the chair. Guests do not participate other than for open mike.

### Questions for the Board to Discuss

To what extent, if any, should chat be used by board members during a board meeting? For example, should chat be limited to supplying the exact wording for a motion?

Should member input, such as for open mike, be limited to members raising their hands and being recognized by the chair?

### Stakeholders

Presidents, ACRL Staff

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## Strategic Goal Area Supported

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Strategic Plan Discussion

Submitted by: Erin L. Ellis, ACRL President

Date submitted: 10 January 2023

### Background

The last strategic planning cycle was initiated in January 2010. That process resulted in the current ACRL [Plan for Excellence](#) which became effective in July 2011. Since then, the Plan has guided the strategic directions and priorities of the association. It's assessed annually and reviewed for relevance as needs and opportunities emerge. Its most significant and recent revision was the addition of Equity, Diversity, and Inclusion as a goal area committee in 2022.

### Questions for the Board to Discuss

- Does the Plan reflect the goals, perspectives, and changes that the profession and association have experienced/are currently experiencing?
- Is the Plan still sufficient guidance for, and reflective of, ACRL's vision and needs?
- Does the Plan articulate areas of highest priority for association activity?
- Has the Plan been operationalized to some extent (i.e., objectives for goals have been achieved or are implemented)?
- As we approach the ALA 150<sup>th</sup> anniversary and accompanying fundraising opportunities, is the Plan fresh enough to excite and engage donors?

### Stakeholders

ACRL members and staff

### Strategic Goal Area Supported

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☐ Research and Scholarly Environment

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☒ Enabling Programs and Services

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January 5, 2022

Robert J Malone, Ph.D.  
Executive Director  
Association of College and Research Libraries  
[rmalone@ala.org](mailto:rmalone@ala.org)  
312.280.3248

Dear Jay,

I very much enjoyed our recent conversation regarding ACRL and the creation of a new strategic plan and direction. The purpose of this letter is to outline a scope of work and fee structure for a modified strategic planning process that maximizes consultant assistance while minimizing the load on ACRL staff to support and execute the process.

## **OVERVIEW**

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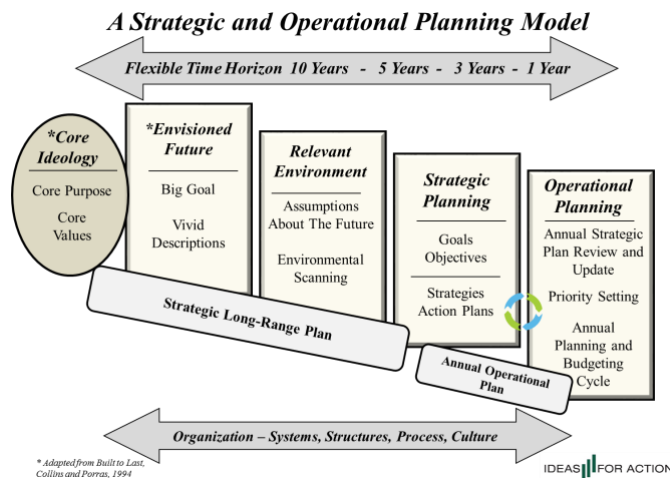
### **Scope of Work:**

- Assist ACRL in the creation of a new strategic long-range plan, that will move the Association forward as a community and build and strengthen common awareness of purpose, values, vision and goals.
- Guide and facilitate conversations to determine the best approach to the strategic plan that considers the complexities of the Association's structure, size, and current environment.
- Produce a strategic plan document, including purpose, values, vision, goals and objectives, building wherever possible on the previous strategic plan.
- Advise and assist as desired regarding board strategic thinking and dialogue processes, in order to keep the plan relevant and allow governance to take full advantage of the strategic thinking contained in the document.

## **IFA APPROACH TO PLANNING**

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The following model will serve as a basis for ACRL's strategic planning process, although we will customize terminology and approach as necessary. Ideas for Action has found that the institutionalizing of strategic planning and thinking in nonprofit associations comes from the presence of a repeatable process, customized to the culture and character of the organization, and to the behavior and action on the part of leaders that support that culture. We believe that in order to truly institutionalize lasting change, the articulation of shared purpose, values, vision, and goals is essential.



Ideas for Action has found that most organizations benefit from a strategic long-range plan that is built upon the concept of Four Planning Horizons, which is based on the balance between **what doesn't change** – the timeless principles of the organization's core purpose and core values, **and the vision that drives change** - what the organization seeks to be or become within a **future time horizon (typically 10-15 years)**, characterized by the articulation of an Envisioned Future – consisting of a big audacious goal and a vivid description – what it will be like to achieve the goal.

The articulation of the Envisioned Future guides the organization in the consideration of a next set of factors that will affect the **5-10-year horizon** – a set of preliminary judgments about future conditions impacting the organization and its stakeholders. Elements of the strategic plan built here include **assumptions about the relevant future environment**, which provide an underlying set of factors, both likely and uncertain, upon which the organization will define its shorter-range goals.

The linkage of strategic judgments continues into the **3-5-year horizon**, through the development of a formal strategic long-range strategic plan, in which the organization must articulate the measurable outcomes it seeks to achieve. How will the world be different as a result of what the associations does? Who will benefit, in what ways, and what will the likely results be? And what will success look like and how will it be measured?

Finally, the strategic planning model includes articulation of outcome-oriented goals, objectives, strategies, and determinations of the organization's annual operational allocation of discretionary resources (time, people, and money), as represented in the 1-2-year planning horizon. In order to make sufficient progress toward its envisioned future, an organization must have an effective operational planning process that reflects strategic judgment as well as measurability. The strategic long-range plan must be linked to annual planning, budgeting, and evaluation in a systematic approach that enables long-range strategy and judgments about what must be done each year.

## PROPOSED ACRL PROJECT DESIGN

### Step 1 – Review of Background Materials

Consultant will review all background materials relevant to ACRL and its operating environment, including past and current strategic and operational planning documents, as well as any relevant stakeholder research or other information. This information will form the basis for the Consultant's understanding of the Association and the strategies employed to-date in its recent history.

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**OPTIONAL Step 2 – Board Strategic (Mega Issue) Discussion (2-3 hour Zoom call)**

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Mega issues are issues of strategic importance that represent challenges the association will need to face in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the envisioned future and form a basis for dialogue about the choices facing the organization. These questions can also serve as an ongoing menu of strategic issues that the Board can use – in a knowledge-based approach to gathering insights relative to the association’s strategic position and directional choices – to create regular opportunities for strategic dialogue about the issues facing the profession.

An optional step in this process that can be accomplished virtually and can prepare the Board for strategic conversation at the in-person session later in the year is the design and facilitation of a discussion using this methodology. The process will involve taking a strategic issue or question, applying it to a process of knowledge-based decision-making, where dialogue (what we know) will happen before deliberation (what we should do). Using this methodology to begin to implications of the evolving changes that ALA is instituting, and their potential effect on ACRL.

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**Step 3– Pre-Planning Information Gathering Survey Process**

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For those (Board and staff) who will participate in the strategic planning session, a customized web-based survey instrument will be developed. This instrument will be structured in a manner that allows respondents to provide input on the nature of the organization’s purpose, vision, roles and obstacles to success. For the Consultant, it will allow the gathering of valuable strategic thinking that will be used to jumpstart the planning session discussions.

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**Step 4 – Strategic Planning Session**

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This one-day planning session (which may be held virtually or in person), will include participation by the ACRL Board and staff and will result in a new draft strategic long-range plan, focusing on Purpose, Values, Vision, the Relevant Future Environment, and Short-Term Goals and Objectives. By the end of the session, the group will have:

- Identified the conditions that will affect ACRL in the next 5-10 years by creating assumptions about its future environment as well as critical uncertainties inherent in that future.
- Articulated (or reaffirmed) ACRL’s timeless core ideology, describing the fundamental reason the organization exists (its core purpose) and its essential core values.
- Articulated a 10-year Envisioned Future of what ACRL seeks to be or become; consisting of a Vision and Vivid Description of what it will be like to attain the Vision.
- Reached preliminary consensus on a set of 3–5-year outcome-based goals – describing what will define success for ACRL in the near-term future, and objectives – how ACRL will measure success, and how the ACRL leadership will provide direction at a strategic level.

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**Step 5– Web-Based Strategic Plan Refinement Sessions**

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Transforming the ideas and preliminary consensus reached at the Strategic Planning session into a final strategic plan document will be the focus of this step. Several Zoom sessions with the Board and staff may be required. Consultant will work with the group to finalize strategic plan content and format.

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**Step 6– Strategic Plan Final Document Development**

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Consultant will take the input and refinements from the previous step and produce a final strategic long-range plan and will be available for ongoing guidance and consultation as ACRL progresses

through its process of final plan approval and begins implementation.

## IFA CONSULTING TEAM

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As a key component of our work, Ideas for Action LLC builds partnerships with its clients to maximize both client and consultant expertise, time and resources, and believes that role clarity and common expectations are critical to the success of any project. The IFA consulting team for this effort will be **Jean Frankel, President and CEO**, supported by **Mark Burnham, Senior Partner** (bios attached). Together they will execute several critical roles:

- **Facilitation** – guide groups through thoughtful dialogue and ensure meaningful and appropriate output from each activity.
- **Consultation** – share knowledge and expertise as appropriate regarding issues and challenges the client faces. This knowledge base has been gained through many years of experience with client engagements for a wide variety of organizations, both private and not-for-profit, across many different industries.
- **Education** – serve as subject matter experts on facilitation design, as well as best practices in strategy, planning, organizational design, and governance, and assure that these concepts are commonly understood and applied (and that they are appropriately customized to meet the organization’s unique operating environment and culture).
- **Coaching** – helping individuals and organizations reach their full potential. IFA believes in a consultative partnership with our clients, we will seek at every point in the project to not only maximize client, staff, and volunteer resources, but to coach and counsel clients so that the process, methodology, and outcomes ultimately reside with and are integrated into the fabric of the organization.

Critical to project success is our ability not only to manage a balance between these roles, but also to effectively communicate the appropriate framework at the time, to ensure a common understanding and set of expectations among client project participants.

## THROUGHOUT THE PROCESS

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- **Documentation:** Throughout the project, IFA will author drafts of the evolving strategic direction from the data and deliberations executed in each phase.
- **Refinement:** In the process of documenting the work in each step and building the evolving strategic plan draft, IFA will work with ACRL leadership to refine drafts, and “wordsmith” content where necessary in order to ensure consistency and accuracy.
- **Communication:** The process of communicating with key stakeholders will play an important role throughout the process. Any opportunity to gather input from stakeholder groups can also be used as a two-way communication process and can also become part of an annual process of updating the strategic plan with input from key constituencies. At key points in the process, IFA will provide summaries of key themes, issues and “talking points,” in order to assist ACRL in communicating with key stakeholders.
- **Consultation:** Throughout the project, IFA will provide unlimited telephone, web video, email and text consultation to ACRL Association leadership on issues that arise or gain relevance to the project at no additional cost.

## PROFESSIONAL FEES AND EXPENSES

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| <b>Process Steps</b>   | <b>Professional Fees</b> |
|--|--------------------------|
| Step 1 – Review of Background Material                               | N/C                      |
| Step 2 – Board Strategic Discussion (3-4 hours via Zoom)             | \$5,000                  |
| Step 3 – Pre-Planning Information Gathering Survey                   | \$1,500                  |
| Step 4 – Strategic Planning Session (one-day in person)              | \$ 7,500                 |
| Step 5 –Web based Refinement Sessions (two 2-hour sessions included) | \$ 1,500                 |
| Step 6 - Strategic Plan Final Document Development                   |                          |
| <b>Total Professional Fees</b>                                       | <b>\$15,500</b>          |

**PROFESSIONAL FEES** include preparation, coordination, travel time, consultation and facilitation time, as well as an electronic copy of working materials and reports for Client organization reproduction and distribution. Direct expenses include coach airfare and/or ground transportation, meals and lodging. All expenses are billed at cost and are not subject to any markup. A statement for fee and expenses will be sent monthly. Payment is due upon receipt of statement. A 10% charge will be added if payment is not received within 30 days.

**CANCELLATION POLICY FOR ONSITE SESSIONS:** If an onsite planning event is affected by bad weather, unanticipated emergencies, acts of terrorism or other circumstances beyond the control of either IFA or the Client, the parties will reach a mutually satisfactory solution which may include: (a) waiver of the professional fee and reimbursement of only unrecoverable direct expenses of IFA if cancellation is by the Client; (b) rescheduling of the meeting to a time and place agreed if cancellation is by the Client or substitution of mutually agreeable IFA consultant if such conditions prevent the arrival of the IFA consultant(s) but do not necessitate cancellation of the meeting by the Client; and /or (c) such other actions as may be mutually agreeable to IFA and the Client. If a meeting is cancelled by the Client with less than 30 days' notice, for any reason other than those stated above, the Client will be responsible for ½ the agreed fee and any expenses already incurred, unless otherwise agreed to in writing between the Client and IFA.

### Next Steps

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Jay, we are very excited about working with ACRL. At your earliest convenience, please indicate your agreement to this letter by signing and returning a copy to our office via email at [jsfrankel@ideasforactionllc.com](mailto:jsfrankel@ideasforactionllc.com) and please don't hesitate to call if you have any questions or need any additional information.

Sincerely,

*Jean*

Jean S. Frankel  
President and CEO  
Ideas for Action, LLC

Accepted for ACRL:

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| NAME                                     | TITLE | DATE |
|--|-------|------|
| Ideas for Action, LLC                    |       |      |
| United States Federal Tax ID: 22-3421859 |       |      |

## About Jean S. Frankel

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Jean S. Frankel is President and CEO of Ideas for Action, LLC. President and CEO of Ideas for Action, LLC, a management consulting practice serving higher education, non-profit, and corporate sector organizations since 1995. Frankel is an internationally known and respected management consultant, executive coach, facilitator, and trusted thought partner to senior academic and administrative leaders of major Associations and universities, as well as CEOs and executive directors of professional and philanthropic nonprofit organizations. Current or recent clients include the Association of Michigan, Washington State Association, Indiana Association Bloomington, Jefferson Association, Michigan State Association, and the National Collegiate Athletic Association.

Specialties: Results-oriented, senior-level executive coaching of leaders in higher education, consulting in strategic planning, organization development, leadership development, board development and stakeholder engagement. Certified at the highest level as an Executive and Organizational Coach from Columbia Association. Also certified in the following developmental assessments: NBI (Neethling Brain Instrument), Hogan Development Series (HDS, HPI, MVPI), MHS Emotional Intelligence Inventory (EQ-I 2.0) and Culture in the Workplace Assessment.(CWQ).She is an internationally known and respected management consultant, educator, facilitator and executive coach, and is a trusted thought partner to senior academic and administrative leaders in Associations and universities, as well as CEOs and executive directors of professional and philanthropic nonprofit organizations.

As an experienced consultant, Frankel also helps organizations find solutions to critical issues and challenges. She is a proven strategist, with group process and analytical skills enhancing her ability to develop collaborative solutions with clients in the areas of strategic planning, leadership development, and organizational structure, process and culture change. In addition to her work in higher education, Frankel is also regarded as a major contributor to the unique body of knowledge of association management and leadership in membership organizations. She is co-author of three best-selling books –*The Will to Govern Well*, considered a classic on association governance, *Building a Knowledge-Based Culture*, focusing on the special dynamics of membership organizations, and her new work on leadership *From Insight to Action: Six New Ways to Think, Lead and Achieve*, all published by Association Management Press.

Prior to founding Ideas for Action, LLC in 1995, Frankel led large scale planning and organizational change efforts for major corporations such as American Express and AT&T. She has also had functional responsibility in strategic planning, marketing and sales, information technology, customer service, engineering, manufacturing and human resources.

Frankel holds a B.A. from Muhlenberg Association, did graduate work in Journalism and Mass Communications at New York Association, and is certified at the highest level as an Executive and Organizational Coach from Columbia Association's Executive and Organizational Coaching Certification Program, a strategic partnership between the Columbia Business School and the Teacher's Association Executive Education Department



## About Mark Burnham

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Mark A. Burnham is a Senior Partner of Ideas for Action, LLC, and President of The Burnham Group, a strategic advocacy firm. He has more than 24 years of experience as a leader, strategist and facilitator, developing strategic action and advocacy plans, advising CEOs, presidents, and Boards of Trustees on policy and personal engagements with legislative and administrative leaders, including direct engagements with the White House and presidential cabinet officials. These efforts have included assembling and guiding sophisticated teams of professionals in a variety of disciplines, and facilitating strategy and strategic planning processes for campuses, colleges and universities.

Mark's leadership experience with managing large and diverse portfolios has allowed him to hone his skills at building teams of professionals, creating and executing highly complex strategic plans, managing stakeholder and leader expectations and building a foundation of trust and integrity. The high-profile nature of managing interactions with government officials requires poise, calm and clear-headed thinking in a high-pressure environment, and these are lessons and skill sets he has in-turn imparted to his mentees, team members, and clients.

Mark has held senior leadership roles for more than 20 years, including vice president for government affairs for Michigan State University from 2011-18. He has engaged as a thought leader with dozens of organizations, including for-profits, non-profits and universities. This diversity has enabled him to gain perspective on various environments and organizational cultures. He has put that experience into practice with his leadership on several high-profile projects including the effort to secure the approval and funding of the Facility for Rare Isotope Beams (FRIB), a \$730 million Department of Energy investment to build a world leading research facility on the campus of MSU, and his work with Caltech and JPL to secure Congressional support for twin Mars Rovers. His ability to coordinate public, local, state and federal support required strong leadership and determination.

Mark established and currently manages a new trade association designed to educate and advocate on behalf of the Additive Manufacturing sector. In this role, he works with small, medium and large manufacturers, universities and the Federal Agencies to expand the utilization of additive manufacturing while also working to support the creation of the next generation of additive technologies. Using these skillsets, Mark continues to provide insight and advice for clients bringing new technologies into the marketplace.

Mark holds a Bachelor of Arts in Political Science from the University of Michigan, a Juris Doctor from the Boston College Law School, is featured in the book *Lobbyists at Work* by Beth Leech (2013) and is certified in the *Five Behaviors of a Cohesive Team instrument*.