



Association of College and Research Libraries  
**Board of Directors Update**

Tuesday, June 16, 2020  
10:00 a.m. – 11:00 p.m. Central

Join Zoom Meeting: <https://ala-events.zoom.us/j/95847669983>

Board Update Agenda

Time	Item (Document number follows topic and presenter)
10:00 – 10:10 a.m. <i>Information</i>	1.0 Welcome/Introductions/Announcements (Munro) <ul style="list-style-type: none"> <li>Welcome new Board members</li> <li>Other?</li> </ul>
10:10 – 10:40 a.m. <i>Information</i>	2.0 ALA Executive Board Liaison (Maggie Farrell) #16.0, #21.0, #21.1, #22.0, #23.0 ALA Treasurer and ALA Board Liaison Maggie Farrell will share information from ALA and take questions and address topics of interest to the ACRL Board.
10:40 – 10:50	3.0 Leadership Council (Munro) #14.0, #25.0 The Leadership Council Working Group will report out on their survey findings and make recommendations for the July Virtual Leadership Council and Membership Meeting, including meeting date, format, and content.
10:50 – 11:00 a.m. <i>Discussion</i>	4.0 New Business & Upcoming Meetings (Munro) The Board will discuss new topics. <ul style="list-style-type: none"> <li><a href="#">ALA Executive Board Conference Call</a>: June 16, 2020, 3:00 – 4:00 p.m. central #FYI-8</li> <li>ACRL Board I, June 18 &amp; ACRL Board II, June 23</li> <li>TBD</li> </ul>
11:00 a.m.	5.0 Adjournment (Munro)

## Upcoming June ACRL Virtual Meetings

- ACRL Budget & Finance I: Thursday, June 18, 12:00 p.m. – 2:00 p.m. central, [Login](#)
- ACRL Budget & Finance II: Friday, June 19, 10:00 a.m. – 12:00 p.m. central, [Login](#)
- ACRL Board I: Thursday, June 18, 2020, 1:00 – 4:00 p.m. central, [Login](#)
- ACRL Board II: Tuesday, June 23, 2020, 1:00 – 4:00 p.m. central, [Login](#)

## Dates to Save

- [ALA Executive Board Conference Call](#): June 16, 2020, 3:00 – 4:00 p.m. central
- [ALA Virtual: Community through Connection](#): June 24-26, 2020
- ALA Midwinter Meeting, Indianapolis, Indiana: January 22-26, 2021
- ACRL Strategic Planning and Orientation Session (SPOS), Seattle, Washington: April 13, 2021
- [ACRL 2021: Ascending into An Open Future](#), Seattle, Washington: April 14-17, 2021
- ALA Annual Conference, Chicago, Illinois: June 24-29, 2021

## ACRL Board Ground Rules

*Approved Fall Board Meeting, November 18, 2019.*

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. Enjoy yourself.

### **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.

**This page included to accommodate double-sided printing.**

## Association of College and Research Libraries

### Board of Directors Meeting I

Friday, June 19, 2020

1:00 – 4:00 p.m. Central

Join Zoom Meeting: <https://ala-events.zoom.us/j/98285223491>

## Board I Agenda

Time	Item (Document number follows topic and presenter)
1:00–1:01 p.m.	1.0 Call to order (Munro)
1:01–1:10 p.m.	2.0 Opening remarks/review of ground rules (Munro)
1:10–1:15 p.m.	3.0 Adoption of the Agenda (Munro)
<b>Action</b>	
1:15 – 1:20 p.m.	<p>4.0 Consent Agenda (Munro)</p> <p>[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. <b>Any item may be removed</b> from the consent agenda if <b>any member</b> of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]</p> <p>The following items are placed on the consent agenda.</p> <p><b>Consent Agenda Items</b></p> <ul style="list-style-type: none"> <li>• Division-level committee Composition #2.0</li> <li>• Library Marketing and Outreach Interest Group Renewal #2.1, #2.1a</li> <li>• Digital Badges Interest Group Renewal #2.2, #2.2a</li> <li>• Hugh C. Atkinson Memorial Award Committee, and ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board composition updates #2.3</li> <li>• History Librarians Interest Group Renewal #2.4, #2.4a</li> <li>• RoadShow Appointments Process #2.5, #2.5a</li> <li>• Research Assessment and Metrics Interest Group #2.6, #2.6a</li> <li>• ACRL Code of Ethics for Special Collections Librarians #2.7, #2.7a</li> </ul>

Time	Item (Document number follows topic and presenter)
	<ul style="list-style-type: none"> <li>• Merger of Global Library Services DG into International Perspectives DG #2.8</li> <li>• Academic Library Services for Graduate Students Interest Group Renewal #2.9, #2.9a</li> </ul>

1:20–2:35 p.m.

**Information**

**5.0 Goal-area and EDI Committee Updates (Munro) #3.0**

The Board will hear updates from the strategic goal-area committee chairs and have the opportunity to ask questions in order to assess progress toward Plan for Excellence goals.

1:20-1:35	New Roles and Changing Landscapes Committee (Jolie Graybill, Erin Smith) #3.4
1:35-1:50	Research and Scholarly Environment Committee (Nathan Hall, Charlotte Roh) #3.1
1:50-2:05	Student Learning and Information Literacy Committee (Nicole Brown, Alex Hodges) #3.3
2:05-2:20	Value of Academic Libraries Committee (Jill Becker, Amanda Folk) #3.2
2:20-2:35	Equity, Diversity and Inclusion Committee (Derrick Jefferson, Mary Beth Lock)

2:35 – 2:50 p.m.

**BREAK**

2:50 – 3:05 p.m.

**Information**

**6.0 Project Outcome (Sara Goek, Tiffany Garrett, Jennifer Arnold) #19.0, #19.1**

The Board will receive an update on Project Outcome for Academic Libraries.

3:05–3:15 p.m.

**Information**

**7.0 Officers' Reports**

Written reports submitted. Highlights may be given and questions will be taken at this time.

- President's Report (Munro) #1.1
- Vice-President's Report (Cawthorne) #1.2
- Past-President's Report (Pressley) #1.3
- Councilor's Report (Bryant) #1.4
- Executive Director's Plan for Excellence Activities Report (Malenfant) #1.5, #1.6

Time	Item (Document number follows topic and presenter)
3:15–3:45 p.m. <b>Information</b>	8.0 Open Microphone
3:45 p.m.	9.0 Adjourn to Executive Session
3:45–3:55 p.m. <b>Discussion/Action</b>	10.0 Roadshow Presenter Coordinator (Munro) #18.0, #18.1, #18.2, #18.3 The Board will discuss and take action on a recommendation for the Roadshow Presenter Coordinator.
3:55 – 4:05 p.m. <b>Discussion/Action</b>	11.0 RBM Editor Appointment (Munro) #26.0, #26.1 The Board will discuss and take action on a recommendation for the <i>RBM</i> editor appointment.
4:05 p.m. <b>Action</b>	12.0 Adjournment (Munro)

#### Upcoming June ACRL Virtual Meeting

- ACRL Board II: Tuesday, June 23, 2020, 1:00 – 4:00 p.m. central, [Login](#)

#### Dates to Save

- [ALA Virtual: Community through Connection](#): June 24-26, 2020
- ALA Midwinter Meeting, Indianapolis, Indiana: January 22-26, 2021
- ACRL Strategic Planning and Orientation Session (SPOS), Seattle, Washington: April 13, 2021
- [ACRL 2021: Ascending into An Open Future](#), Seattle, Washington: April 14-17, 2021
- ALA Annual Conference, Chicago, Illinois: June 24-29, 2021

## ACRL Board Ground Rules

*Approved Fall Board Meeting, November 18, 2019.*

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. Enjoy yourself.

**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.

## Association of College and Research Libraries

### Board of Directors Meeting II

Tuesday, June 23, 2020

1:00 – 4:00 p.m. central

Join Zoom Meeting: <https://ala-events.zoom.us/j/91637858706>

## Board II Agenda

Time	Item	(Document number follows topic and presenter)
1:00–1:05 p.m.	13.0	Call to order (Munro)
1:05–1:10 p.m. <i>Information</i>	14.0	Opening remarks/review of ground rules (Munro)
1:10 – 1:15 p.m. <i>Information</i>	15.0	Executive Session Report Out (Munro) ACRL President Karen Munro will report out from the Board I Executive Session for the minutes. <ul style="list-style-type: none"> <li>Roadshow Presenter Coordinator</li> <li>RBM Editor Appointment</li> </ul>
1:15–1:20 p.m. <i>Action</i>	16.0	Adoption of Agenda II (Munro)
1:20–1:40 p.m.	17.0	Budget and Finance
1:20 – 1:25 p.m. <i>Discussion</i>	<b>FY20 Financial Reporting (Allen/Malenfant) #5.0, #5.1, #6.0</b>	The Board will receive an update on ACRL financial reporting.
1:25 – 1:40 p.m. <i>Discussion</i>	<b>ACRL FY21 Dues Rate (Allen/Petrowski) #8.0, #8.1</b>	The Board will review and discuss the FY21 Dues increase it approved at Midwinter 2020.
1:40 – 1:50 p.m. <i>Discussion/Action</i>	<b>ACRL Advancement Fund Disbursement (Allen/Petrowski) #24.0</b>	The Board will review and take action on a request from the ACRL Budget & Finance Committee to disburse funds from the ACRL Advancement Fund.

<b>Time</b>	<b>Item</b>	<b>(Document number follows topic and presenter)</b>
1:50–2:10 p.m. <b>Discussion/Action?</b>	18.0	<p>FY21 Budget Discussion (Allen) #7.0, #9.0, #10.0, #10.1, #10.2, #10.3, #11.0, #20.0, #20.1</p> <p>The Board will consider the impact of COVID-19 on institutions and ACRL/ALA. The Board will consider the projected reduced revenue streams (membership, publications, professional development) and discuss how to prioritize strategic initiatives.</p> <p>The Board will also review the Budget and Finance Committee’s recommendations for FY21. The Board will decide if it should take action at its June meeting or wait until the fall to take action.</p>
2:10 – 2:20 p.m. <b>Discussion</b>	19.0	<p>Board Participation (Munro) #17.0, #17.1, #17.2</p> <p>The Board will discuss Board travel requirements and if funds should be available for in-person meetings to provide equitable opportunities for potential Board members.</p>
2:20 – 2:40 p.m. <b>Information/Discussion</b>	20.0	<p>SCOE Report, Forward Together &amp; ALA Operating Agreement Working Group</p> <ul style="list-style-type: none"> <li>• <b>Forward Together (Daly) #4.0, #4.1</b> The Board will receive an update on Forward Together.</li> <li>• <b>Financial and Operating Agreement Working Groups (Allen) #12.0, #16.0, #21.0, #21.1</b> The Board will review the charges for the Forward Together Working Group, Forward Together Fiscal Analysis Working Group, and ALA Operating Working Group.</li> </ul>
2:40 – 2:55 p.m.	Break	
2:55 – 3:05 p.m. <b>Information</b>	21.0	<p>ACRL Fundraising Update (McNeil/Petrowski) #7.0</p> <p>The Board will receive an update on ACRL Virtual Everywhere and ACRL 2021 Colleagues fundraising.</p>
3:05 – 3:30 p.m. <b>Discussion/Action</b>	22.0	<p>ACRL Conference Policies (McNeil/Malenfant/Conahan)</p> <ul style="list-style-type: none"> <li>• ACRL 2021 Assessment Policy #13.0</li> <li>• Site Selection Policies #15.0</li> </ul>
3:30–3:50 p.m. <b>Information/Discussion</b>	23.0	<p>New Business/Updates (Munro)</p> <ul style="list-style-type: none"> <li>• ACRL Council updates may be shared on ACRL Board list. ALA Council meetings are June 19-27, 2020.</li> </ul>

<b>Time</b>	<b>Item</b>	<b>(Document number follows topic and presenter)</b>
3:50–4:00 p.m.	24.0	Recognition of outgoing Board members (Munro) <ul style="list-style-type: none"> <li>• Lauren Pressley</li> <li>• Emily Daly</li> <li>• Caroline Fuchs</li> </ul>
4:00 p.m.	25.0	Passing of the gavel (Munro)
4:00 p.m.	26.0	Adjournment (Cawthorne)
<b>Action</b>		

### Dates to Save

- [ALA Virtual: Community through Connection](#): June 24-26, 2020
- ALA Midwinter Meeting, Indianapolis, Indiana: January 22-26, 2021
- ACRL Strategic Planning and Orientation Session (SPOS), Seattle, Washington: April 13, 2021
- [ACRL 2021: Ascending into An Open Future](#), Seattle, Washington: April 14-17, 2021
- ALA Annual Conference, Chicago, Illinois: June 24-29, 2021

## ACRL Board Ground Rules

*Approved Fall Board Meeting, November 18, 2019.*

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. Enjoy yourself.

### **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.

## ACRL Board Document Inventory

Each document listed below is bookmarked within the PDF.

**Purple** = New Documents

**Red** = Pending

**Black** = Included in packet

Doc #	Document
Doc 1.1	ACRL President's Report
<b>Doc 1.2</b>	<b>ACRL Vice-president's Report</b>
Doc 1.3	ACRL Past President's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board Action Form: Committee Composition Updates
Doc 2.1	Board Action Form: Library Marketing and Outreach Interest Group Renewal
Doc 2.1a	Renewal Petition and Procedures: Library Marketing and Outreach Interest Group
Doc 2.2	Board Action Form: Digital Badges Interest Group Renewal
Doc 2.2a	Renewal Petition and Procedures: Digital Badges Interest Group
Doc 2.3	Board Action Form: Composition Updates and Core
Doc 2.4	Board Action Form: History Librarians Interest Group
Doc 2.4a	Renewal Petition and Procedures: History Librarians Interest Group
Doc 2.5	Board action form: RoadShow Appointments Process
Doc 2.5a	RoadShow Appointments Process
Doc 2.6	Board Action Form: Research Assessment and Metrics Interest Group Renewal
Doc 2.6a	Renewal Petition and Procedures: Research Assessment and Metrics Interest Group
Doc 2.7	Board Action Form: ACRL Code of Ethics for Special Collections Librarians
Doc 2.7a	ACRL Code of Ethics for Special Collections Librarians
Doc 2.7b	ACRL Code of Ethics for Special Collections Librarians Transmittal
Doc 2.8	Board Action Form: Merger of Global Library Services DG into International Perspectives DG
Doc 2.9	Board Action Form: Academic Library Services for Graduate Students Interest Group
Doc 2.9a	Renewal Petition and Procedures: Academic Library Services for Graduate Students Interest Group
Doc 3.0	ACRL Plan for Excellence
Doc 3.1	Research and Scholarly Environment Committee (RESEC) Report and Work Plan
Doc 3.2	Value of Academic Libraries Committee (VAL) Report and Work Plan
Doc 3.3	Student Learning & Information Literacy Committee (SLILC) Report & Work Plan

Doc #	Document
Doc 3.4	New Roles and Changing Landscapes (NRCL) Report and Work Plan
Doc 4.0	Forward Together: Recommendations
Doc 4.1	Forward Together Analysis
Doc 5.0	FY20 2 <sup>nd</sup> Quarter Report Cover Memo
Doc 5.1	FY20 2 <sup>nd</sup> Quarter Report
Doc 6.0	Dashboard Metrics
Doc 7.0	ALA COVID 19 Response Survey: Re opening & Financial Results
Doc 8.0	Board Discussion Form: FY21 Dues Rate
Doc 8.1	HEPI Overview Increase Projection
Doc 9.0	Draft Board action form: FY21 Budget
Doc 10.0	FY21 Budget Overview Memo
Doc 10.1	FY21 Budget Executive Summaries
Doc 10.2	FY21 ACRL Changes Spring 2020 to June 2020
Doc 10.3	FY21 Choice Changes Spring 2020 to June 2020
Doc 11.0	FY21 Budget Assumptions
Doc 12.0	ALA Operating Agreement
Doc 13.0	Board action form: ACRL Conference Assessment Policy
Doc 14.0	Leadership Council and Membership Survey Results
Doc 15.0	Board action form: Site Selection Policy
Doc 16.0	ALA Operating Agreement Working Group
Doc 17.0	Board Discussion Form: Board Participation & Travel Funding
Doc 17.1	Other Organizations' Board Participation & Funding Analysis
Doc 17.2	COVID-19 Survey: Professional Development Funding Impact
Doc 18.0	Board Action Form: Roadshow Presenter Coordinator (confidential; sent via email)
Doc 18.1	RoadShow Presenter Coordinator Application (confidential; sent via email)
Doc 18.2	RoadShow Presenter Coordinator Appointment Process
Doc 18.3	Roadshow Presenter Coordinator Job Description
Doc 19.0	Board Discussion Form: Project Outcome for Academic Libraries
Doc 19.1	Project Outcome for Academic Libraries Report
Doc 20.0	Board and B&F Discussion Form: FY21 Strategic Review & Impact of COVID-19
Doc 20.1	Proposed FY21 Budget Cost Savings
Doc 21.0	Forward Together and Fiscal Analysis Working Group: Call for Volunteers
Doc 21.1	Forward Together and Fiscal Analysis Working Group: Charge and Composition
Doc 22.0	ALA Council Doc: Financial Questions and Responses
Doc 23.0	Division Fund Balances FY 2010 - 2019
Doc 24.0	Board Action Form: ACRL Advancement Fund Disbursement
Doc 25.0	Draft Scope for ACRL Virtual Leadership Council
Doc 26.0	Board action form: RBM Editor Appointment (confidential; sent via email)
Doc 26.1	RBM Editor Appointment Statement (confidential; sent via email)

## FYI Documents

<b>FYI #</b>	<b>FYI Document</b>
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	Division-level Committee Meeting June Agendas
FYI-4	ACRL Board liaisons 2019–2020
<b>FYI-5</b>	<b>ACRL Board liaisons 2020–2021</b>
FYI-6	Eli Mina Robert’s Rules of Order
FYI-7	ACRL Election Results Comparison 2010-2020
FYI-8	ALA Executive Board Agendas
FYI-9	ACRL Liaisons Assembly Report: NRC-FYEST
FYI-10	ALA Membership Report

**This page included to accommodate double-sided printing.**

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



## **ACRL Officer Report**

**Position: President**

**Name: Karen Munro**

**Report period: Mar – June 2020**

**Date submitted: June 5, 2020**

### **Strategic priority activities**

- Helped to draft and publish ACRL statement in support of BCALA, APALA, ALA condemning racism and violence
- Participate in ALA / ACRL planning for ACRL Executive Director recruitment
- Participate in ALA Executive Board regularly scheduled conference calls when available
- Participate in ACRL presidents' discussion about division representation in Forward Together
- Help provide feedback to ALA Executive Board regarding association finances and financial strategy

### **Ambassador activities**

- Present ACRL Academic/Research Librarian of the Year Award, ACRL 2020 Excellence in Academic Libraries Awards, and Hugh C. Atkinson Memorial Award at 2020 President's Program

### **Association service**

- Help to draft agendas for Board Update, Board I, Board II
- Chair Board meetings and host President's Program
- Prepare for virtual new leader orientation in July

### **Press coverage**

- Infobase interview with Ray Pun: <https://www.infobase.com/blog/featured/reflecting-on-acrl-academic-librarianship-and-the-pandemic-an-interview-with-acrl-president-karen-munro/>
- *Library Journal* article on ODLOS, PLA, ARL, ACRL joint competencies document: <https://www.libraryjournal.com/?detailStory=library-associations-announce-joint-cultural-competencies-task-force>

**Upcoming scheduled activities**

- ACRL Board meetings (virtual, various dates in June)
- ACRL Executive Director search committee meetings (dates TBD)
- ALA 2021 Midwinter meeting
- ACRL 2021 national conference

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



## **ACRL Officer Report**

**Position: Past President**

**Name: Lauren Pressley**

**Report period: April 2020 – June 2020**

**Date submitted: June 6, 2020**

### **Strategic priority activities**

- Helped author ACRL board statements
- Helped draft agendas for ACRL Annual meetings

### **Ambassador activities**

- Thank-you calls for ACRL donors
- “Recovery and Retrenchment: Sharing Plans for the Reopening of Research Libraries and the New Normal in the Covid-19 Landscape.” With other panelists. International Alliance of Research Library Associations. Research Libraries United Kingdom. Webinar.
- “Libraries in a Time of Change: Tools and Frameworks to Navigate a Changing Organization.” UNC-Greensboro iDeal Learning Webinar. April 20, 2020.
- “OCLC Virtual Town Hall: Libraries and the COVID-19 Crisis.” With Kendra Jones, Bobbi Newman, Ashley Cooksey, Rachel Frick, and Kendra Morgan. WebJunction. Online. April 13, 2020.
- “The Library Is a Growing Organism.” Washington Library Association Academic Library Conference. Online. March 20, 2020. *Keynote*.

### **Association service**

- Participated in Presidents’ and ED weekly meetings
- April 8 Spring Virtual Board Meeting

### **Upcoming scheduled activities**

- ACRL Together, Wherever, June 8-12, 2020
- ALA Virtual, June 24-26, 2020

**This page included to accommodate double-sided printing.**

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



## **ACRL Officer Report**

**Position: ACRL Division Councilor**

**Name: Jacquelyn A. Bryant**

**Report period: April 2020 – June 2020**

**Date submitted: June 5, 2020**

### **Strategic priority activities**

- Participated in ACRL BOD virtual activities

### **Ambassador activities**

- Placed thank you calls to ACRL member donor, April 13<sup>th</sup>
- Submitted my name to BCALA to be included in list of BCALA members who sit on ALA Council

### **Association service**

- Registered for ACRL Together Whenever virtual Conference
- Registered for ACRL BOD virtual meetings
- Registered for June ALA Council virtual meetings
- Registered for June ALA Virtual Conference
- Registered for the Professional Values meeting scheduled for June 15<sup>th</sup>
- Reviewed the Government Relations Committee Legislative Agenda, and year end report
- Monitored and responded to ALA Council Connect discussions as needed

### **Upcoming scheduled activities**

- ACRL Together Whenever Virtual Conference, June 8<sup>th</sup>-12<sup>th</sup>
- ALA Council Fora/Meetings, Weeks of June 15<sup>th</sup> & June 22<sup>nd</sup>
- ALA Executive Virtual Membership Meeting, June 22<sup>nd</sup>

**This page included to accommodate double-sided printing.**

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



## Plan for Excellence Quarterly Activity Report (PEAR)

**Report Period: March 26, 2020 – June 5, 2020**

This is the second-quarter report of a cumulative report for FY2020. 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.

- In May, the VAL committee opted to offer all FY19 research grant recipients a blanket one-year extension, if needed, to complete their work due to the impact of COVID-19. Dissemination funds cannot be extended and must be used by Aug. 31, 2020.
- The Academic Library Impact special issue of *College & Research Libraries* was released in April.
- *In mid-February, leaders of the VAL committee decided to suspend the ALI research grants for FY20 and 21, in light of ALA's financial challenges and in anticipation of reduced staff support (current staff liaison, Kara Malenfant, will assume interim ED role in late April).*
- *The VAL committee reviewed interim reports by FY19 recipients, providing feedback on proposed changes to project design.*
- *The VAL committee reviewed and approved requests from FY19 recipients for additional dissemination funding.*
- *The VAL committee is assessing the research grant program. Recipients of 2019 grants submitted interim reports.*
- *Editors are making good progress on the special issue of College & Research Libraries, for April 2020 publication, around new research on the impact of academic libraries on student learning and success in higher education. In particular, research articles were sought that advance the six priority areas established in ACRL's 2017 report, Academic Library Impact: Improving Practice and Essential Areas to Research.*

- *The VAL committee has decided to discontinue supporting the visualization component created by OCLC to accompany the 2017 report Academic Library Impact: Improving Practice and Essential Areas to Research. Usage is low and it requires substantial effort to keep up to date with relevant literature. There will be a notice placed on the dashboard landing page about the sunset date of May 1, 2020.*

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

- *In mid-February, leaders of the VAL committee decided to suspend the VAL travel scholarship program for FY20 and 21, in light of ALA's financial challenges and in anticipation of reduced staff support (current staff liaison, Kara Malenfant, will assume interim ED role in late April).*
- *The VAL committee is assessing the travel scholarship program.*
- *On Nov 12, ACRL announced 4 recipients of its fourth round of Value of Academic Libraries Travel Scholarships, up to \$2,000 each, which support librarians presenting on their work demonstrating the impact of academic libraries in the broader landscape of higher education. These travel scholarships take up a recommendation from the 2017 ACRL report Academic Library Impact: Improving Practice and Essential Areas to Research that academic librarians effectively communicate their contributions to institutional stakeholders and the higher education community. 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. The recipients are:*
  - *Elizabeth Cheney (California State University-Northridge) for a presentation titled "Affordable Learning Solutions for Student Success at CSUN" at 2020 Alliance of Hispanic Serving Institution Educators.*
  - *Erin Durham (University of Maryland Baltimore County) for a presentation titled "Mission Not-Impossible – Open Educational Resources and Accessibility – Two Roadmaps for Strategic Collaboration to Support the Institutional Mission/Vision" at Online Learning Consortium: Accelerate.*
  - *Samantha Kennedy (Rowan University) for a workshop titled "Open Educational Resources Boot Camp: How to Leverage Interdisciplinary Connections to Create More Affordable, Inclusive Classroom Resources" at Conference on College Composition and Communication Annual Convention.*
  - *Pamela Mann (St. Mary's College of Maryland) for a workshop titled "Community Based Spanish and Critical Information Literacy" at AACU: Global Citizenship for Campus, Community and Careers: Crossing Borders and Boundaries.*

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

- *Project Outcome for Academic Libraries has 3015 users as of June 4. 500 academic libraries have created surveys and collected 43,306 responses.*
  - The [First Annual Report](#) was released in June, summarizing the development and engagement with the toolkit so far.

- A new case study was added from Southern Utah University.
- *The rate of new user sign-ups and response collection has decreased significantly in March with the impact of COVID-19. The editorial board has developed guidelines for new case studies and solicited submissions from users. The editorial board drafted new talking points to respond to user questions and is currently working to develop new case studies. (On outreach efforts, see the Education section below.)*
- A VAL subcommittee has been meeting to begin work on a LibGuide toolkit on data analytics and privacy.

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

- A VAL subcommittee continues work towards an Equity & Social Justice Spotlight series on ACRL Insider and have reached out to some colleagues to be profiled (including non-library folks).

## 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.

- The ACRL Board of Directors approved a new [Framework for Access Services Librarianship](#) (PDF) at its spring virtual meeting. Consisting of four sections, the framework defines access services, suggests competencies for access services librarians and managers, examines marketing and outreach of access services, and suggests opportunities for professional engagement for access services librarians.
- The ACRL Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, has been visited more than 70,876 times this year. The Sandbox now provides access to 222 resources, including 24 resources that were added this year. The online version of the Framework itself has been accessed more than 70,952 times this year and 230 copies of the print edition have been requested.
- ACRL published *The Engaged Library: High-Impact Educational Practices in Academic Libraries*, edited by Joan D. Ruelle.
- C&RL published "Information Literacy and Cultural Context: Chinese English Language Learners' Understandings of Information Authority" by Emily Crist and Diana Popa (May 2020).
- C&RL News published "First-Generation Students and the Framework in Everyday Contexts" by Darren Ilett; "Fighting Fake News: Inspiring Critical Thinking with Memorable Learning Experiences," by Stephanie A. Diaz, Russell A. Hall; "Evoking Truthiness: Using Satirical News Comedies to Teach Information Literacy," by Annis Lee Adams, Stephanie Alexander, Lana Mariko Wood; "The Framework for Information Literacy for Higher Education (in Prison): Using the Frames to Teach Incarcerated Students" by Clare Kuntz Balcer.

- “Engaging with the ACRL Framework: A Catalyst for Exploring and Expanding Our Teaching Practices,” is being offered as an e-learning course, June 1- July 3, 2020.
- “Learning Through Play: Games and Gamification in Information Literacy Instruction,” was offered as an ACRL e-Learning webcast, May 14, 2020.
- The ACRL Information Literacy and Standards Committee sponsored a free online discussion forum, “Connecting Justice to Frameworks: Information Literacy in Social Work,” on May 21, 2020.
- ACRL published *Learning Beyond the Classroom: Engaging Students in Information Literacy through Co-Curricular Activities, and Critical Thinking About Sources Cookbook*.
- C&RL News published “Critical appraisal: The key to unlocking information literacy in the STEM disciplines” by Kathryn Mercer, Kari D. Weaver, Rachel Figueiredo, Caitlin Carter (March 2020); “Instructional design: Resources for online learning” by Laura A. Sheets (March 2020); “Taking root: Librarians help new Forestry students create a learning community,” by Erica Lopez, Tina Oswald (March 2020); “Knowing when to cry uncle: Balancing instructional initiatives,” by Angie Cox, Jim Kelly, Chris Neuhaus (Feb. 2020); “Exploring worldviews and authorities: Library instruction in Indigenous Studies using Authority is Constructed and Contextual” by Michael Dudley (Feb. 2020).
- C&RL published “Information Literacy’s Influence on Undergraduates’ Learning and Development: Results from a Large Multi-institutional Study” by Kevin Fosnacht (March 2020) and “Community College Librarians and the ACRL Framework: Findings from a National Study” by Susan Wengler, Christine Wolff-Eisenberg (January 2020).
- Free e-learning offerings included *Pandemic Pedagogy: Resources for Library Instruction at a Distance* (March 18) and *Instruction and Outreach for Diverse Populations: Native/Indigenous Librarians and Students, Parts 1”* (February 28, 2020).
- The ACRL Framework Sandbox received 56,643 total page views from September 1, 2019 – March 25, 2020. The Sandbox now provides access to 210 resources. Twelve resources were added since September 1, 2019 and 53 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 5,455 times); (2) The Blueprint for Hip Hop Information Literacy (downloaded 4,064 times); (3) Ethical Use of Information in Presentations (downloaded 2,685 times).
- The “Perspectives on the Framework” column of C&RL News published “The long conversation: Reflections “on science librarianship” by Robin Ford (Dec. 2019). C&RL News also published “Instruction librarians and instructional designers: A natural collaboration” (Catherine Tingelstad and Heather McCullough); and “Rethinking CRAAP: Getting students thinking like fact-checkers in evaluating web sources” (Jennifer A. Fielding).
- The ACRL Framework Sandbox received 33,879 total page views from September 1, 2019 – January 1, 2020. The Sandbox now provides access to 207 resources. Nine resources were added since September 1, 2019 and 31 new contributor accounts were added during the same time period. The top 3 most popular resources to date (based on download counts) include: (1) Research Question Generator (downloaded 4,728 times); (2) The Blueprint for Hip Hop Information Literacy (downloaded 3,887 times); (3) Ethical Use of Information in Presentations (downloaded 2,634 times).

- *C&RL published one in this area including: “Affective Aspects of Instruction Librarians’ Decisions to Adopt New Teaching Practices: Laying the Groundwork for Incremental Change.”*
- *ACRL published The Sustainable Library’s Cookbook; Supporting Today’s Students in the Library: Strategies for Retaining and Graduating International, Transfer, First-Generation, and Re-Entry Students; and Building Teaching and Learning Communities: Creating Shared Meaning and Purpose.*

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

- National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force was approved in April and charged to work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021 and to review the new pilot module and suggest revisions (if needed) by October. The task force will also provide feedback on the NSSE data analysis during the spring/summer of 2021.

### 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.

- The Academic Library Impact special issue of *College & Research Libraries*, released in April, used an open developmental peer-review process aimed at revising and improving the work in progress. While C&RL had tried this approach on a much smaller scale before, this is the first time it had been done for a whole journal issue.

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.

- Interim reports from the first Scholarly Communications Research Grant recipients were submitted on June 1.
- ReSEC’s joint program with ACRL’s Publications Coordinating Committee, “Open Peer Review: Considerations for Authors and Publishers,” accepted for ALA Annual 2020, will be presented as part of ACRL’s Together Wherever virtual event on June 9, 2020, at 11am CT.
- *ACRL and SPARC once again offered their popular forum on scholarly communications as part of the ALA MW in Philadelphia on Saturday, January 25. The forum focused on negotiating journal packages and the work and strategic planning that needs to happen before a big deal or journal package negotiation in order to negotiate more aggressively or consider walking away altogether.*
- *Members of ReSEC updated the scholarly communication toolkit in advance of Fair Use Week.*
- *In reporting to the ACRL Board at ALA MW, ReSEC recommended changing the subsidized road show program to include any of the workshop topics with hosts limited to minority-serving institutions.*
- *ACRL continues to subsidize the scholarly communication RoadShow to up to 5 hosts selected on a competitive basis. The selected hosts for 2020 are:*
  - *California State University, Sacramento*

- *Central Washington University*
- *St Cloud State University*
- *University of Iowa*
- *University of Memphis*

*The ReSEC committee has had conversations about changing the eligibility criteria to give preference to minority-serving institutions.*

- *ACRL and SPARC will once again offer their popular scholarly communication forum at the ALA Midwinter Meeting in Philadelphia.*
- *On Dec 6, ACRL announced the 7 recipients of its first Scholarly Communications Research Grants, up to \$5,000 each, that contribute to more inclusive systems of scholarly communications in areas suggested by the 2019 report *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*.*

*The grant recipients are:*

- *Tatiana Bryant (Adelphi University) and Camille Thomas (Florida State University) for a project titled "Attitudes Towards Open Access Publishing Amongst Faculty of Color"*
- *Jennifer Chan (University of California, Los Angeles) and Juleah Swanson (University of Colorado Boulder) for a project titled "SCORE Analysis: Leveraging Institutional Data to Bring Balance Back into the Scholarly Landscape"*
- *Amanda Makula and Laura Turner (University of San Diego) for a project titled "Collaborative Collection Development: Inviting Community-Owned Public Scholarship into the Academic Library"*
- *Gemmicka Piper (Indiana University–Purdue University Indianapolis) for a project titled "Barriers to Minority Faculty Open Knowledge Production"*
- *Mantra Roy (San Jose State University) for a project titled "Global South Speaks: A Librarianship Perspective"*
- *Teresa Schultz and Elena Azadbakht (University of Nevada, Reno) for a project titled "Accessible Open Educational Resources Project"*
- *Carolyn Sheffield, Michelle Flinchbaugh (University of Maryland, Baltimore County), Carolyn Cox (University of Baltimore), Adam Zukowski (Towson University), Robin Sinn, Caitlin Carter (Johns Hopkins University), Katherine Pitcher (St. Mary's College), Trevor Muñoz, and Terry Owens (University of Maryland, College Park) for a project titled "A Roadmap to the Future of Promotion & Tenure"*

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

- *ReSEC leaders reviewed the text of the Joint Statement from ARL, ACRL, and The Oberlin Group of Libraries on the Importance of Extending Access to Library Resources during the Global COVID-19 Pandemic.*
- *On June 5, ACRL joined six other organizations in submitting a letter to thank the White House Office of Science and Technology Policy (OSTP) for its leadership and to urge OSTP to, "enact a strong national open access policy, and we stand ready to collaborate with you and all other stakeholders to ensure that U.S. federally funded research achieves the maximum public good it is intended to promote."*

- *ReSEC led the drafting of an ACRL/ALA response, submitted April 22, to a Request for Information issued by the White House Office of Science and Technology Policy on Public Access to Peer-Reviewed Scholarly Publications, Data and Code Resulting From Federally Funded Research.*
- *On January 8, ACRL joined eight other library, research, and advocacy organizations to express commitment to ensuring that American taxpayers are guaranteed immediate, free, and unfettered access to the results of taxpayer funded scientific research and to encourage the Administration to support continued progress towards this shared goal.*
- *ReSEC led the drafting of ACRL comments on the NIH Policy for Data Management and Sharing and Supplemental DRAFT Guidance, submitted Jan 9.*

## 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.

- After discussion at the April 8 Board meeting, NRCL has decided to focus on user experience/anthropology librarian for their next constellation topic. As recommended by the Board, they will concentrate on both new aspects of the role and ways in which the role is evolving due to changing circumstances.
- *NRCL is in the process of identifying their next constellation topic around which they'll create information, products, and services. Potential topics have been narrowed to four choices—open science/knowledge, assessment librarian, user experience/anthropologist librarian, and digital humanities librarian—which they'll present to the Board at its April meeting for input.*
- *One of the six subgroups working on NRCL's diversity pipeline project, the First Job team, is developing a model onboarding system for new employees based on organizational socialization.*

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.

- The final curriculum and materials for the OER RoadShow are expected in June. With no in-person RoadShows scheduled through 2020, once the final curriculum has been approved by the NRCL OER subgroup, the presenters will pivot to designing an online option.
- Final text for NRCL's free online change course--tentatively titled Fostering Change: An ACRL Guidebook for Teams--is due in June. We now expect launch of the course, with a debut of the text on ACRL's website and an introductory webinar, in late summer. We're planning phase two of the project, the paid virtual cohort tentatively called the ACRL Fostering Change Incubator, for Spring 2021.
- *With the cancellation of ALA Annual 2020, staff and RoadShow presenters are working on a new date/location to pilot the Open Educational Resources (OER) RoadShow, as well as possible digital offerings on OER from the presenters while the RoadShows are not travelling.*
- *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. ~~The RoadShow will be piloted in Chicago at ALA Annual 2020.~~

- The curriculum designers are finalizing work on the asynchronous online learning course on change management scheduled to debut in spring 2020. NRCL has also committed to a second phase of the project, a digital cohort facilitated by the curriculum designers in which learners can engage with other teams navigating change experiences and working their way through the online course. NRCL is forming a new subgroup to oversee this work, and they'll work with the designers on requirements for the cohort and other functions and processes, to potentially include:
  - Biweekly drop-in all-cohort meetings via videoconferencing
  - Mentor meetings once per month for coaching and project feedback (three total)
  - Slack channel for general conversation during and beyond the program
  - Successful upload of a project deliverable
  - Certifying teams who complete the course/cohort

Phase two is expected to launch in the fall. While the course will remain a free, open resource, the cohort will be paid professional development.

- 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 curriculum designers submitted the draft curriculum for review in December 2019, and the change course subgroup is reviewing through January. The change course is scheduled to debut in spring 2020 and will be freely available from the ACRL website.

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

- NRCL has distilled the diversity pipeline project into three areas from the original six, and has divided the committee across these topics: pre-MLIS, first job, and working with library schools. They are discussing/determining deliverables for each of these areas over the coming months.
- 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.

### Core Commitment to Equity, Diversity and Inclusion (EDI)

- A working group of the Board is planning for a midsummer virtual Leadership Council with discussion and action-planning to move the association and profession toward equity, diversity, and inclusion.
- The ACRL Board issued a [statement](#) on June 2, 2020, to support ALA, BCALA, and APALA Statements Condemning Violence and Racism. Included in the ACRL Board statement were actionable items and a,

"call on ACRL members to reflect and take action against systemic injustices and inequitable policing practices."

- On June 1, 2020, the ACRL Board of Directors endorsed the [statement of the Black Caucus of The American Library Association \(BCALA\)](#), which condemns the death of George Floyd at the hands of police officers within the Minneapolis Police Department. The "Statement Condemning Increased Violence and Racism Towards Black Americans and People of Color" includes that "Since George Floyd is the latest in a long line of recent and historical violence against Black people in the United States, the BCALA takes this moment to encourage BCALA members to take proactive and preventative measures in the fight against racism."
- On May 27, 2020, the ACRL Board of Directors signed the [Asian/Pacific American Librarians Association's \(APALA\) statement](#), which "condemns (the) rise in xenophobia and racism due to the novel coronavirus outbreak." ACRL stands with APALA, and "rejects coronavirus-related hostility, anti-Asian stereotypes, and racism against Asians, Asian/Pacific Americans, or anyone perceived to be Asian."
- The 2020 ACRL President's Program, "[Shifting the Center: Transforming Academic Libraries through Generous Accountability](#)," will be hosted by ACRL President Karen Munro and featuring keynote speaker McKensie Mack, anti-oppression consultant, researcher, facilitator, founder of #BoundaryWork, and former executive director at Art+Feminism, the session will explore how doing this work—holding ourselves, each other, and our institutions meaningfully accountable for inequity—can be an opportunity for generosity, humor, and care. The program was held on Wednesday, June 10, and offered free of charge as part of ACRL Together Wherever Virtual Event.
- The ACRL Board has charged a new Diversity Alliance Task Force to carry out the recommendations from the current oversight task force, whose terms expire in June 2020. ACRL President Karen Munro and ACRL President-Elect Jon Cawthorne will complete appointments after the June 15 volunteer deadline.
- The joint ARL/ACRL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force is meeting monthly, and small working groups have been formed to complete an environmental scan, conduct a survey, and develop a glossary. A request for comments is planned for Spring 2021 and the final publication is expected in Summer 2021.
- In May, the [ACRL Equity, Diversity and Inclusion website](#) and [ACRL Diversity Alliance website](#) were revamped with improved layout, formatting, and graphics. Subpages were created to highlight the EDI LibGuide, Diversity Alliance, Learning Opportunities and Publications, and ACRL/ALA EDI Communities.
- The ACRL Equity, Diversity, and Inclusion Committee reviewed and provided feedback on a draft of the 2020 ACRL Trends survey on EDI that will be part of the next ACRL Academic Library Trends and Statistics survey.
- *The ACRL Academic Library Trends and Statistics Survey Editorial Board has completed a draft of the 2020 trends questionnaire on equity, diversity and inclusion and plans to solicit feedback from the ACRL Value of Academic Libraries Committee EDI working group for feedback.*
- *The joint ARL/ACRL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force's work was underway, with regular virtual meetings, and had an in-person meeting planned in Chicago in April 2020. Due to the impact of COVID-19, the task force will be meeting virtually less frequently, and the face-to-face meeting has been postponed. Depending on future developments for COVID-19, the task force may meet face-to-face in July 2020 or later in the fall.*

- *ACRL Staff are working with ALA ODLOS staff to arrange EDI orientation /training for presenters and speaker agreements will be updated to include a requirement that ACRL speakers watch/engage in these trainings, which will be recorded.*
- *The STS EDI Task Force finished their MW2020 report, available at [https://drive.google.com/drive/folders/1KNH\\_G\\_8BIFVQ00Wmz-CswenYACYxhx7](https://drive.google.com/drive/folders/1KNH_G_8BIFVQ00Wmz-CswenYACYxhx7).*
- *ACRL has modified the 2020 online volunteer form to clarify the gender and racial identity questions.*
- *The ACRL Membership Committee sponsored a webcast, “Get Involved: Everything You Need to Know About Volunteering for an ACRL Committee” (Dec. 10, 2019) which included an appeal from ACRL President Karen Munro to complete the EDI section of the online volunteer form.*
- *The ACRL Information Literacy Framework and Standards Committee has revised the tip sheet and checklist for groups developing companion documents to include a recommendation to incorporate EDI as a key component in the development of information literacy documents in the disciplines.*
- *The ACRL Diversity Alliance continues for its fourth year, and ACRL promoted the program in December 2019 for 2020 renewals and new memberships. The Diversity Alliance Task Force, which oversees the DA program, has terms that end in June 2020. It is expected that the Board will review a request for next steps from the task force and the EDI Committee in Spring 2020.*
- *The Instruction Section’s (IS) [Diversity & Inclusion Task Force](#) has produced a survey to identify needed diversity & inclusion resources related to information literacy and instruction, and gather recommendations for the future of the Instruction Section regarding supporting diversity and inclusion within instruction programs, as well as making the Instruction Section more inclusive and diverse.*
- *A joint task force of ACRL, the Public Library Association (PLA), the ALA Office for Diversity, Literacy and Outreach Services (ODLOS), and the Association of Research Libraries (ARL) members was appointed in December to develop a “Framework for Cultural Proficiencies in Racial Equity.” The goal is for the framework to serve as a foundational resource to help public and academic libraries build inclusive cultures, within libraries and their broader communities, through guidelines on the development and implementation of organizational policies and professional practices that support diverse libraries with a diverse workforce. The ambitious project has a deadline of June 2020 (as it was anticipated that appointments could be completed in October), so it would not be surprising if more time is needed.*
- *ACRL 2021 Call for Proposals includes a new statement on Equity, Diversity and Inclusion that reads as follows, “ACRL strives to develop an inclusive conference program that will reflect the library community's diverse range of race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability. We also seek presenters and topics from all types of libraries, positions, and experiences, including nonlibrary faculty, staff, and administrators. Individuals are encouraged to address how their proposed sessions and their personal and professional experiences will advance these goals and will promote equity and inclusion.”*
- *ACRL 2021 Scholarship applications and RBMS Conference Scholarship application criteria have been widened to include non-members as eligible to apply for scholarship.*

## **Enabling programs and services activities**

The regularly recurring operations relevant to the ability of ACRL to lead academic and research librarians and libraries in advancing learning and scholarship are reported below.

## Advocacy

### Strengthening partnerships with other organizations

- ACRL interim executive director Kara Malenfant is in conversation with staff leaders from the American Association of State Colleges and Universities and the Society for College and University Planning about a series of three co-branded webinars to address our joint audiences together.
- On June 5, ACRL joined ARL and the Oberlin Group of Libraries in issuing a statement to urge library vendors to continue free access, hold subscription prices steady during COVID-19 pandemic
- On June 1, ACRL joined a number of other higher education organizations, largely scholarly societies, in sending a letter to U.S. House and Senate leadership to encourage the provision of substantial additional funding for higher education in future bills, with focus on those students and institutions hardest hit by the consequences of the pandemic.
- ACRL, together with ALA and ARL, as part of the Library Copyright Alliance, took these actions:
  - Supported testimony given June 2 by David Hansen (Associate University Librarian for Research, Collections & Scholarly Communications, Lead Copyright & Information Policy Officer, Duke University Libraries) before the United States Senate Committee on the Judiciary, Subcommittee on Intellectual Property on the topic "Is the DMCA's Notice-and-Takedown System Working in the 21st Century?"
  - Signed onto a coalition letter in early April (organized by IFLA) to the World Intellectual Property Organization encouraging WIPO to take a clear stand in favor of ensuring that intellectual property regimes are a support, and not a hindrance, to efforts to tackle both the Coronavirus outbreak and its consequences.
  - Signed onto a coalition letter in late March (organized by IFLA) to the World Intellectual Property Organization on the need for international action on copyright in order to allow libraries globally to preserve their collections in the face of climate change.
- *Due to pending retirement Executive Director Davis cut back on spring travel, however, the conferences she typically attends, were canceled due to COVID-19.*
- *On February 18, ACRL, ALA, and the Freedom to Read Foundation joined 24 other non-profit groups in a coalition letter by the American Council on Education to U.S. Secretary of Education Betsy DeVos which responded to the Department's January 17, 2020, notice of proposed rulemaking.*
- ACRL, together with ALA and ARL, as part of the Library Copyright Alliance, took these actions:
  - *On March 20, gave input on the next Register of Copyrights, in response to request for public input.*
  - *On March 17, posted an update on the Georgia State E-Reserves Litigation. U.S. District Court Judge Evans determined that 37 of the alleged 48 infringements were fair uses.*
  - *On February 28, sent a post-hearing brief to the Office of the United States Trade Representative commenting on Docket No. USTR-2019-0020 on South Africa Country Practice Review.*
  - *On January 13, filed an amicus brief in support of Google. LCA members urged the Supreme Court to ensure that any fair use determination it reaches in this case does not affect the many fair uses made by libraries and educational institutions.*
  - *On January 11, responded to a request for comments regarding intellectual property protection for artificial intelligence ("AI") innovation.*

- *Executive Director Davis attended the Fall meeting of the Coalition for Networked Information, which was followed by a retirement part for Associate Executive Director Joan Lippincott.*
- *Executive Director Davis attended the Annual EDUCAUSE Conference as part of the complimentary exchange among CHEMA members.*
- *Executive Director Davis serves as a member of the IFLA Continuing Professional Development and Workplace Learning (CPDWL) committee and is the lead on the committee's webinar program.*
- *The editors of ACRL's recently published Building Teaching and Learning Communities, Sharon Mader and Craig Gibson, published a paper with The National Institute for Learning Outcomes Assessment (NILOA) about the book: <https://www.learningoutcomesassessment.org/wp-content/uploads/2019/10/Viewpoint-MaderGibson.pdf>.*
- *Associate Director Petrowski represents ACRL on the NISO Z39.7 Standing Committee and attends the monthly conference calls.*

## Education

### Leadership Institutes

- *ACRL once again partnered with higher education associations to offer the Women's Leadership Institute, December 9-12, 2019. Six ACRL members participated in the program focused on women seeking to be leaders in higher education administration.*

### Immersion Institutes

- *Unfortunately, all three Immersion Programs scheduled for FY20 have been cancelled due to COVID-19. The summer Immersion Program scheduled for August 2-7, 2020, at Loyola University in Chicago is being rescheduled for July 23-28, 2021. The Regional UCLA Immersion Program scheduled for March 23-26, 2020, has a chance of being rescheduled for fall 2020. The Regional Yale Immersion Program scheduled for May 6-8, 2020, has been cancelled. At this time there are no plans to reschedule for 2020 but optimistically might be able to offer in 2021.*

### Licensed Workshops

- *Due to the impact of COVID-19, all scheduled licensed workshops for the remainder of FY20 have been indefinitely postponed. ACRL staff are working with workshop teams on plans to convert workshop content into a virtual environment, pending the success of the NEH Cares proposal funding.*
- *As of March 25, 2020, 9 licensed workshops (RoadShows) have been delivered in FY20. 8 additional workshops had been scheduled for FY20, not including the five annual subsidized Scholarly Communication workshops; however, due to the impact of the novel coronavirus on in-person events, nearly all forthcoming workshops licensed to hosts in FY20 have been postponed indefinitely. Additionally, due to the cancellation of the ALA Annual Conference, the OER preconference has also been canceled. The full breakdown of completed and postponed workshops for FY20 is in the table below:*

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards	OER
<b>Completed (FY20)</b>	2	1	2	1	0	3	0
<b>Confirmed forthcoming (FY20)</b>	4 (2 postponed)	2 (2 postponed)	0	0	5 subsidized (5 postponed)	1 (1 postponed)	1 (canceled ALA preconference)

	Assessment	Framework	Intersections	RDM	Scholarly Communication	Standards	OER
<b>Completed (FY20)</b>	2	1	1	0	0	3	0
<b>Confirmed forthcoming (FY20)</b>	1	2	1	1	5 subsidized	1	1 (ALA preconference)

- As of January 3, 2020, 7 licensed workshops (RoadShows) have been delivered in FY20, 7 additional workshops have been scheduled for FY20, not including the five annual subsidized Scholarly Communication workshops. The full breakdown of completed and forthcoming workshop deliveries for FY20 is in the above table.
- The Intersections RoadShow will be sunsetted as of winter 2020 after delivering its final workshop.
- ACRL will be adding two new RoadShow workshops to its slate of offerings in 2020. A RoadShow focused on Open Educational Resources & Affordability is currently in development, with an anticipated completion date of May 2020; this workshop will be overseen by ACRL's New Roles and Changing Landscapes Committee. A team has also been identified to begin developing a workshop curriculum for a RoadShow covering the Scholarship of Teaching and Learning. Curriculum development will begin in February 2020, with an anticipated completion date of August 2020; this workshop will be overseen by ACRL's Student Learning and Information Literacy Committee.
- ACRL staff have worked with leaders of each RoadShow team and oversight committees to submit an ALA Emerging Leader proposal focused on marketing for the RoadShow program.
- ACRL will offer the OER RoadShow as a preconference at the 2020 ALA Annual Conference in Chicago.

#### ACRL Conference

- The deadline for ACRL 2021 contributed paper, panel session, preconference, and workshop proposals was extended to May 22. Selection committees are currently reviewing proposals with decisions being made by August 2021.

- ACRL staff are prepping the registration and housing site for ACRL 2021. Registration quietly opened in May and staff will review the climate and determine the appropriate time to promote ACRL 2021 registration.
- ACRL 2021 keynote speakers have been confirmed:
  - Opening Keynote - Tressie McMillan Cottom is an award-winning author, researcher, educator, and cultural critic whose work has been recognized nationally and internationally for the urgency and depth of her incisive critical analysis of technology, higher education, class, race, and gender.
  - Closing Keynote - Mona Chalabi is a journalist who really loves numbers. She is the Data Editor of *The Guardian* where she writes articles, produces documentaries, and illustrates, as well as animates, data.
- *May 8 is the deadline for contributed paper, panel session, preconference, and workshop proposals.*
- *ACRL offered a free webcast on February 12, 2020 for individuals interested in submitting a proposal for ACRL 2021. The webcast provided tips for submitting a successful proposal, explained the review process, and provided an opportunity for Q+A. Nearly 200 individuals participated in the webcast.*
- *The ACRL 2021 Conference, Ascending into an Open Future Call for Participation was released in October. The Call is available online and was included as an insert in the December issue of C&RL News. The ACRL 2021 conference website ([www.acrl.org/acrlconference](http://www.acrl.org/acrlconference)), also launched in October and has information about tentative schedule, social events, costs and scholarship opportunities.*
- *For the first time, ACRL is implementing participation limits for speakers. Individuals can submit up to four proposals and can present no more than two times during the conference. This change was made in order to allow as many individuals as possible to participate as conference presenters.*
- *ACRL is offering a free webcast on February 12, 2020 for individuals interested in submitting a proposal for ACRL 2021. The webcast will provide tips for submitting a successful proposal, explain the review process, and provide an opportunity for Q+A.*

### Conferences, Preconferences and workshops

- *The RBMS 2020 Conference has been cancelled. Two-hundred and fifty people had registered (about half of the maximum) and we are working through refund options for registrants and sponsors in a remote environment. The Conference Chairs and content are expected to roll over into RBMS 21 in Milwaukee and the original 21 Conference Chairs have agreed to chair RBMS 22. RBMS expects to return to Indiana University Bloomington in 23, the next available year when ALA is in Chicago again.*
- *The 61<sup>st</sup> Annual RBMS Conference will take place June 23 – 26, 2020 at Indiana University Bloomington, IN. The theme is Power, Resistance, and Leadership. Registration and housing will open in early February.*
- *ACRL has canceled its full-day preconference, “Open Educational Resources and Affordability Road Show” scheduled for June 26, 2020, in Chicago. Staff and presenters are exploring virtual options for this content.*

### Annual Conference Programs

- ACRL [Together Wherever](#), a freely available donation-based virtual week of programming, will take place June 8-12, 2020, and feature 14 ACRL programs that were originally scheduled to take place at the 2020 ALA Annual Conference. One ACRL program, “A River Ran Through It: Resilience, Teamwork, and Re-imagining the Library after a Disaster #betterthannever,” will be included in the ALA Virtual

Conference. As of June 5, 1,815 unique individuals have registered for Together Wherever. Most attendees have registered for multiple programs, with 5,800 webinar registrations to date.

- *The 2020 ALA Annual Conference has been cancelled. Program planners and ACRL units have been notified that ALA has a working group developing a virtual alternative. It is expected that some, but by no means all, programs will be included in the virtual conference.*
- *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%.*

#### Project Outcome for Academic Libraries

- Between March 26 and June 5, we offered 3 one-hour webinars and 2 online two-hour workshops. The webinars reached a combined 467 people live (plus 657 views of the recording online). The online workshops - the first delivered in this format - reached 78 active participants at virtual conferences organized in New York and California.
- *Between January 3 and March 25, we offered 2 half-day workshops, 1 one-hour presentation, and 2 webinars. The in-person workshops reached 56 participants in two states, primarily community college librarians. The webinars reached 383 participants live and got an additional 486 views on YouTube.*
- *Between November 1 and January 3, we offered 6 half-day workshops and 2 one-hour presentations that reached 145 people in 5 states. Of those, 123 attendees responded to a survey: 95% (117) said they learned something new they can apply to their work, 90% (111) said they feel more confident using Project Outcome, 97% (119) intend to share what they learned with their colleagues, and 98% (120) said they are more aware of the tools and resources available through Project Outcome.*

#### 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
Learning Through Play: Games and Gamification in Information Literacy Instruction	Webcast	May 14, 2020	53	3	78%	92%	56%	14

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Developing your Leadership Potential: Effective Practices and Innovative Idea	Webcast	May 20, 2020	15	5	64%	88%	22%	17
Engaging with the ACRL Framework: A Catalyst for Exploring and Expanding Our Teaching Practices	Online Course	June 1-July 3, 2020	22		TBD	TBD	TBD	TBD
Thinking Critically About Information in Uncertain Times	Webcast	June 3, 2020	20	3	100%	98%	40%	16

In addition, ACRL offered the following free ACRL Presents webinars as part of our “**Academic Librarianship in the Wake of the Coronavirus**” series. Recordings are available on the ACRL Presents webpage and ACRL YouTube channel. As of June 5, the webinar recordings had more than 22,500 views.

- Evaluating Online Library Data
- Quickly Implementing Accessibility Tools
- Managing Remote Workers
- Advocating for Library Workers
- *Information Literacy Instruction at a (Social) Distance: Strategies for Moving Online*
- *Pandemic Pedagogy: Resources for Library Instruction at a Distance*
- *Copyright for Campus Closures: Exploring the Copyright Issues around Moving Reference and Instruction Online*
- *Tips for Suddenly Switching to Online Reference and Access Services*

*Upcoming:*

- *Evaluating Online Library Data, April 1, 2020, 1:00 p.m. Central*

- *Quickly Implementing Accessibility Tools, April 3, 2020, 1:00 p.m. Central*
- *Managing Remote Workers, April 7, 2020, 1:00 p.m. Central*

## Member Engagement

### Membership units/Governance

- The ACRL Board approved the request to revise the name, charge and descriptor for the ACRL Personnel Administrators & Staff Development Discussion Group. It is now called Human Resources and Organizational Development Discussion Group.
- The ACRL Board approved the request to revise the charge for the ACRL Research Assessment and Metrics Interest Group.
- The ACRL Board approved the request to establish the ACRL Librarians from Very Small Academic Institutions Division-level Discussion Group.
- ACRL Vice-President Jon Cawthorne was a speaker at Incoming ALA President-Elect Patty Wong's "The Library Community Moving Forward in the New Normal" webinar, which was presented by AASL, ACRL, PLA, and the ALA Chapter Relations and Public Programs offices, with support from United for Libraries. The webinar featured insight and discussion with leaders from state, public, academic, and school libraries on the continued efforts and strategies to reopen library facilities across the country.
- The Community and Junior College Library Section sponsored a free online discussion forum, "Let's talk about it: Plans for Library Reopening," on June 1, 2020.
- *The ACRL volunteer deadline was February 14, 2020. The ACRL Appointments Committee is working with Vice-President Jon Cawthorne to complete division-level committee appointments by late spring. ACRL sections are also completing their appointments. This year, we are purposefully slowing down the timeline. We understand that members' personal and professional obligations may have shifted due to the impact of COVID-19, and want to ensure those offered appointments you have extra time to carefully consider whether they are able to accept.*
- *ACRL will shift its annual Virtual Leader Orientation a month later than usual to early June 2020 for new leaders, who are appointed to committees, sections, discussion group, and interest groups. Leaders and current members will receive a recorded orientation, and will be invited to ask questions during a live Q&A with ACRL presidents and staff.*
- *The ACRL Board held a virtual Fall Board meeting on November 19<sup>th</sup>, 2019. During this meeting they:*
  - *Approved the creation of the Language and Linguistics Discussion Group*
  - *approved the budget assumptions for FY21 as recommended by the Budget & Finance Committee*
  - *approved the dissolution of the New Members Discussion Group*
  - *approved the dissolution of the Continuing Education and Professional Development Discussion Group*
  - *approved the dissolution of the Western New York/Ontario Chapter*
  - *approved the change of the name from Distance Learning Section (DLS) to Distance and Online Learning Section (DOLS)*
  - *learned more about the governance changes proposed by the Steering Committee on Organizational Effectiveness (SCOE)*
- *In 2020 ACRL is sponsoring 9 Emerging Leaders, including 4 sponsored by sections (CJCLS/IS, RBMS, STS, and ULS).*

- *ACRL will pilot a virtual ACRL Leadership Council in lieu of a face-to-face meeting during the ALA 2020 Midwinter Meeting in Philadelphia. The virtual session will be held January 16, 2020 from 2:00-3:30 PM.*
- *The ACRL Membership Committee sponsored 2 webcasts for members including, “Get Involved: Everything You Need to Know About Volunteering for an ACRL Committee” (69 views) on December 10, 2019 and “Making Yourself Marketable for Academic Library Positions” (204 views) on November 12, 2019.*
- *The annual Call for Volunteers for members to volunteer for a division-level committee or section was launched on December 4, 2019, and was pushed out on ACRL marketing channels. The call will be open through February 14, 2020.*

### Awards

- *ACRL President Karen Munro will recognize the 2020 Academic/Research Librarian of the Year Award, Excellence in Academic Libraries Awards, and the cross-divisional Hugh C. Atkinson Memorial Award during the President’s Program on June 10, 2020, as part of ACRL Together Wherever.*
- *Nevada State College (college), Santa Rosa Junior College (community college), and the University of Maryland (university) have been selected as the 2020 recipients of the Excellence in Academic Libraries Award. Ceremonies on each campus, originally scheduled for spring 2020, have been postponed indefinitely due to the novel coronavirus.*
- *John E. Ulmschneider, Dean of Libraries and University Librarian at Virginia Commonwealth University, has been selected as the 2020 Academic/Research Librarian of the Year. Staff is developing alternate plans for the award presentation, originally scheduled to be presented during the ALA Annual Conference in Chicago.*
- *Applications were received for 19 ACRL awards (two awards are not offered in 2020; the STS Innovation and Oberly awards not offered in 2020 award season). Award committees will convene to select winners in January.*

### Special events at ALA Conferences

- *Since the ALA Annual Conference is cancelled, all events are cancelled. Event contracts had not yet been signed and registration sites were not launched so the administrative implications are minimal.*
- *ACRL sections and interest groups will host five social events during the ALA Midwinter Meeting in Philadelphia.*

### Consulting services

- *Strategic planning work for a new client is beginning.*
- *Submitted proposal to a prospective client for organization development.*
- *Amended contract to continue providing support for ALA Census 2020 efforts.*
- *Continued providing support to ALA Census 2020 efforts with additional focus groups, tip sheets, webinars, and publications.*
- *Two external review reports were submitted in January.*
- *A staff retreat and facilitated meeting were conducted in January.*
- *A strategic planning retreat was conducted in February.*

- *Ongoing strategic planning work for a client is in progress.*
- *External review site visit in planning stages.*
- *Submitted proposal to prospective client for retreat.*
- *Continued providing support to ALA Census2020 efforts with additional focus groups, tip sheets, webinars, and publications.*
- *An external review report was submitted in November.*
- *A site visit for an external review was conducted in November.*
- *A staff retreat and facilitated meeting is scheduled for January.*
- *A strategic planning retreat is scheduled for January.*
- *Ongoing strategic planning work for a client is in progress.*

## Fundraising

Current Friends Fund balances are as follows: Advancement Fund (\$38,114), ACRL Conference Scholarship Fund (\$33,894), and RBMS Scholarship Fund (\$20,793). More than 164 individuals donated \$4,076 to the ACRL Advancement Fund in response to an appeal in connection with the ACRL Together Wherever virtual event. Twenty-six current and former ACRL Board members donated \$5,052 to fund ACRL 2021 Conference scholarships in honor of Mary Ellen K. Davis.

## Publications

### COVID-19 Publications

- Several essays on ACRLog have focused on COVID-19 responses and personal reflections from academic/research librarians. C&RL News published “COVID-19 demonstrates the value of open access: What happens next?” in the May 2020 issue. Several other articles on COVID-19 related topics are planned for the June and July/August issues.
- ACRL published a [Pandemic Resources for Academic Libraries LibGuide](#) in mid/late-March to support the academic and research library community during global public health crises. The guide features resources for distance education and engagement, free professional development resources, best practices, and up-to-date information from public health officials.
- The ACRL Board of Directors [issued a statement](#) on Academic Libraries and COVID-19 on ACRL Insider on March 18. The Board affirmed the [statement](#) that ALA and the ALA Allied Professional Association (APA) have made regarding library services during the COVID-19 pandemic and strongly urged the closure of in-person services at academic and research libraries. In alignment with ALA and with APA, the Board also urged libraries to ensure that all library workers receive fully paid leave, including health coverage, while libraries are closed.
- A social media series on [Librarianship in the Time of Coronavirus](#) launched on ACRL Insider on March 20. To help the academic library community cope and learn from each other in challenging and rapidly changing circumstances, the series posts discussion questions to our social media accounts using the hashtag #COVIDlibrary and encourages the community to share stories and learning experiences in response.

- *The Board also issued a personal message of support for members during the COVID-19 crisis, which was posted to ACRL Insider April 2, 2020.*

#### Non-periodical Publications

- We've published 15 new titles so far in FY20. Published since the last report:
  - *Library Partnerships in International Liberal Arts Education: Building Relationships Across Cultural and Institutional Lines*, edited by Jeff Hiroshi Gima and Kara Malenfant
  - *Games and Gamification in Academic Libraries*, edited by Stephanie Crowe and Eva Sclipa
  - *The Engaged Library: High-Impact Educational Practices in Academic Libraries*, edited by Joan D. Ruelle
- There are 3 remaining titles publishing in FY20:
  - *Hidden Architectures of Information Literacy Programs: Structures, Practices, and Contexts*, edited by Carolyn Caffrey Gardner, Elizabeth Galoozis, and Rebecca Halpern
  - *Sharing Spaces and Students: Employing Students in Collaborative Partnerships*, by Holly A. Jackson
  - *Get the Job: Academic Library Hiring for the New Librarian*, by Meggan Press
- In February 2020, ACRL's Publications in Librarianship (PIL) series launched its first open peer review for a monograph manuscript, for Emily Ford's *Stories of Open: Opening Peer Review through Narrative Inquiry*. The first open review was a success, and in late May they launched their second, for *Envisioning the Framework: A Graphic Guide to Information Literacy* edited by Jannette Finch. *Stories of Open* is expected to publish in Spring 2021, and *Envisioning the Framework* will follow in Summer 2021.
- *We've published 11 new titles so far in FY20. Published since the last report:*
  - *Becoming a Library Leader: Seven Stages of Leadership Development for Academic Librarians*, by Shin Freedman and James Freedman
  - *Developing the Next Generation of Library Leaders (PIL #75)*, by Lori Birrell
  - *Leading Change in Academic Libraries*, edited by Colleen Boff and Catherine Cardwell
  - *Learning Beyond the Classroom: Engaging Students in Information Literacy through Co-Curricular Activities*, edited by Silvia Vong and Manda Vrkljan
  - *The Critical Thinking about Sources Cookbook*, edited by Sarah E. Morris
- *Soon to publish:*
  - *Library Partnerships in International Liberal Arts Education: Building Relationships Across Cultural and Institutional Lines*, edited by Jeff Hiroshi Gima and Kara Malenfant
  - *Games and Gamification in Academic Libraries*, edited by Stephanie Crowe and Eva Sclipa
- *We've published 7 new titles so far in FY20. Published since the last report:*
  - *The Sustainable Library's Cookbook*, edited by Raymond Pun and Gary L. Shaffer
  - *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
  - *The 360 Librarian: A Framework for Integrating Mindfulness, Emotional Intelligence, and Critical Reflection in the Workplace*, by Tammi M. Owens and Carol A. Daul-Elhindi
- *Soon to publish, 3 titles on leadership that will be co-promoted in January:*
  - *Becoming a Library Leader: Seven Stages of Leadership Development for Academic Librarians*, by Shin Freedman and James Freedman

- *Developing the Next Generation of Library Leaders (PIL #75), by Lori Birrell*
- *Leading Change in Academic Libraries, edited by Colleen Boff and Catherine Cardwell*

### Library Statistics

- The ACRL Academic Library Trends and Statistics Survey incorporates the Integrated Postsecondary Education Data System (IPEDS) Academic Library Component and makes the results available through ACRLMetrics. The 2019 survey closed on April 22, 2020. The response rate for academic libraries in the United States was 51% with 1,634 respondents. The survey also received an additional 33 responses from academic libraries outside the United States. The survey also enables participants to easily transfer their IPEDS responses to the institutional keyholder for the IPEDS survey.
- The ACRL/ALA/ARL IPEDS Task Force completed revisions to the instructions for counting digital/e-serials to include COUNTER 5 in advance of the 2020 IPEDS survey launch in September.
- In response to the COVID-19 crisis, the Public Library Association (PLA) coordinated with ACRL and several ALA units and other library organizations, including ARL, to survey the library community to understand the current impacts the crisis is having on their operations, programs, services, and finances. The survey closed on May 18 and more than 20% of US academic libraries responded. Results will be shared in a webcast on June 12.
- *The deadline for completing the 2019 ACRL Academic Library Trends and Statistics Survey has been extended until April 22, 2020 to allow respondents affected by COVID19 closures to participate. This new deadline aligns with the IPEDS survey closure. To date 1326 respondents have locked their data.*
- *In February members of the ACRL Academic Library Trends and Statistics Survey Editorial Board reached out to all HBCU library directors who had not yet participated and encouraged them to submit their data.*
- *The ACRL/LLAMA Academic Library Facility Survey Editorial Board has finalized the basic survey and expect to launch it in January 2020.*
- *Responses to the 2019 ACRL Trends & Statistics Survey are on par with previous years.*

Month	2015-16 Survey	2016-17 Survey	2017-18 Survey	2018-2019 Survey
September	22	29	17	5
October	27	40	36	47
November	58	56	57	45
December	102	137	67	96
Total	209	262	177	193

- *Since September 1, 2019, the ACRL Academic Library Trends and Statistics Survey Editorial Board and staff have identified 357 new library director contacts, 59 closures, 27 institution name changes, and 15 new institutions and provided updates to Counting Opinions. In November 2019, a college-advising company scuttled its plans to release a list of 952 private, nonprofit colleges that it expects to run out of money and close in the coming years, according to a new financial-modeling tool.*

### Standards and Guidelines

- The Board approved a new Framework for Access Services Librarianship at its spring 2020 meeting.
- *The ACRL Board of Directors approved a revised version of the ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries in January 2020.*
- See [EDI section](#) for info on forthcoming Framework for Cultural Proficiencies in Racial Equity.

### Framework for Information Literacy for Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	29,237	22,351	19,364		70,952
Print distribution	80	150	0		230

### Standards for Libraries in Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	4,938	4,677	3,545		13,160
Print distribution	210	30	10		250

### All Standards/ Guidelines/ Frameworks Online Visits

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
70,693	55,930	51,346		177,969

### Social Media

	Q1 YTD (Sept.-Nov.)	Q2 YTD (Dec. – Feb.)	Q3 YTD (March – May)	Q4 YTD (June – August)
Facebook Followers	8,211	8,256	8,295	
Twitter Followers	20,488	20,793	20,994	
Pinterest Followers	393	397	401	
Instagram Followers	822	912	998	

### ACRL Insider Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	54	64	81		199
Page Views	20,213	18,438	22,586		61,237

*ACRLog Stats*

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	15	14	*		29
Page Views	25,278	21,735	18,818		58,831

*ACRL TechConnect Stats*

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	0	0	0		0
Page Views	9,342	9,350	12,344		31,306

*VAL Blog Stats*

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	0	0	0		0
Page Views	2,811	2,531	1,954		7,296

\*ACRLog post stats not currently available due to ALA IT move. (6/1/20)

*College & Research Libraries*

- Issues published on regular schedule.
- A special issue on the value of academic libraries was published in April 2020. More details are in the Value of Academic Libraries section above.
- *Emily Drabinski, Critical Pedagogy Librarian at the Mina Rees Library at the Graduate Center, CUNY, has accepted appointment as the new C&RL reviews editor beginning in July 2020.*
- *The Publications Coordinating Committee has begun the search process to appoint a new C&RL editor when Wendi Kaspar's term expires in June 2022. The first step is the formation of a search committee consisting of PCC and C&RL Editorial Board members with a goal of posting the position announcement in summer or early fall 2020. The incoming editor would serve as editor-designate for a year beginning in July 2021 before assuming the editorship.*
- *An editorial board search committee has made a recommendation for a new book review editor to replace Mark Shelton when his term ends in June 2020. The Publications Coordinating Committee voted to approve the recommendation and the C&RL editor is working to notify the appointee along with the unsuccessful candidates on formal acceptance of the position.*

*Online Access Stats (total access across content formats):*

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
321,664	321,411	397,747		1,040,822

## C&amp;RL News

- Issues published on regular schedule.

*Online Access Stats (total access across content formats):*

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
350,686	360,067	324,487		1,035,240

## RBM

- Issues published on regular schedule.
- Jennifer K. Sheehan of the Grolier Club has been appointed to the post of Reviews Editor of RBM. Sheehan will serve a three-year term beginning July 1, 2020.

*Online Access Stats (total access across content formats):*

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
30,097	25,482	32,014		87,593

## CHOICE

## April–May 2020

Choice Reach	
Academic Year to Date	
Choice Reviews :	699,450 page views
Webinars:	22,642 registrants; 9,213 attendees
Podcasts:	31,631 listener sessions
Newsletters	13,890 subscribers
Choice Media Channel	1,288 subscribers

## COVID-19 Response

Our immediate response to the COVID-19 pandemic was discussed in the previous installment of this document, composed during the initial weeks of the sequestration. These included our Resource Round-Up page on Choice 360, the creation of a Shelter-in-Place (SiP) newsletter, a Facebook group of the same name, and the removal of the paywall at ChoiceReviews.org for subscribers to Choice magazine, who were expected to have difficulty retrieving physical mail. Closer to home, we restructured our workflows to support a review process that was not dependent on the delivery of physical books to Choice and replaced most staff meetings and communications with—what else?—Zoom calls.

Now, two months further on, and on the brink of a phased return to the office for some of the staff, we are in a position to evaluate the effectiveness of our actions. The Shelter in Place Facebook group, created as a private space where professional uncertainty and concerns, particularly those regarding COVID19, can be addressed privately with peers, continues to grow, with 169 members as of this writing. The Shelter in Place newsletter, now delivered weekly to some 6,500 readers, maintains a strong 27% open/24% click rate, and the corresponding COVID-19 Resource Round-Up landing page has had 1,000 visits. Response has been very positive, so much so that in mid-June we will convert SiP to a regular newsletter. The reworked newsletter will continue to source and share pertinent links about reopening strategies from around the country, point to noteworthy content from Choice, ACRL, ALA, and academic publishers, and serve as a source of library-centric news as it pivots from a focus on sheltering in place to becoming a professional-development resource.

*Joining many businesses and organizations globally, Choice has had to adapt quickly to new ways of conducting business and keeping our audience informed. In a matter of days after it became clear that we could no longer conduct business as usual, we began to create pathways to our audience that responded to these extraordinary conditions. Working as a team, we compiled a round-up of complimentary resources for academic librarians, sharing useful and timely content from Choice, ACRL, and ALA as well as from academic publishers. This information has been collected on our new COVID-19 Resource Round-Up page (<http://www.choice360.org/librarianship/covid-19-resource-round-up>), which we are updating daily. In addition, we are sharing the information and resources from the COVID-19 Resource Round-Up via our new “Shelter in Place” e-newsletter. We plan to distribute the newsletter once or twice a week during the nationwide sequestration.*

*As part of this effort, we have also posted a “Letter from the Publisher,” outlining our response to the pandemic, on Choice360 (<http://www.choice360.org/librarianship/covid-19-resource-round-up/letter-to-publishers-covid19>), and have sent copies of the letter to approximately 12,000 people who subscribe to Choice newsletters.*

*To coincide with our “Shelter in Place” offering, Choice has also started a private Facebook group of the same name as a space for our audience to connect and have discussions about professional concerns, make information requests, and share helpful information and conversation among themselves.*

*The kickoff mailings of Choice's “Shelter in Place” (SiP) e-newsletters were sent out March 20<sup>th</sup> and 27<sup>th</sup>, with robust open (avg 29%) and click (avg 18%) rates. The e-newsletter sign-up links, shared by SiP recipients with colleagues, generated more than 120 new subscribers. The “Shelter in Place” Facebook group has 65 members, with more joining daily.*

*The notion of sharing complimentary resources seems to have resonated with our current audience and has been attracting new interest in Choice. As a result of SiP communications and the webpage launch, for the period March 16-29, overall page views at Choice360.org have increased 110%, with a 92% increase in visitors, compared to the same period last year.*

### Editorial Workflows

But nowhere has the impact of the sequestration been felt more keenly—up to this point, at least—than in the editorial process, where disruptions to the supply of books available for review have led to important and potentially permanent changes in our editorial workflows and publishing output.

As noted above, as soon as it became clear that we would be working from our homes for an extended period, we created a digital workflow to facilitate assigning books for review in the absence of regular deliveries of physical books. In the new workflow, publishers can now upload .pdfs of works they want to be considered for review via a Google form; editors then assign these books by evaluating the .pdfs in our CMS and make them available to the reviewers on that same platform.

This workflow has some advantages. We are receiving manuscripts earlier in their production cycle, and so our reviews are timelier, but leaving aside the utopian language of “digital-first” platforms and “seamless delivery systems,” the reduced delivery of physical books has significant downsides. Publishers are not necessarily equipped to deliver books to us in this way, necessitating an increased volume of publisher communication. When books are delivered, they may arrive in different file types, some with permissions issues. Downstream (as it were), some reviewers are reluctant to review from a .pdf or other format, and since we are not receiving as many printed books, our remaindered book sales have and will continue to suffer. Finally, digital submission of books for review introduces a subroutine designed to ensure that the physical books themselves are ultimately sent to their reviewers, who receive them in lieu of cash payment for their work. In a word, the new workflow is cumbersome and time consuming.

Not surprisingly, all of this has led to a marked reduction in the number of books sent for review. In April we received just 363 .pdfs, a 70% decrease in submitted review titles. Consequently, the number of titles sent to reviewers declined by 58%. In light of this dismal showing for April, we have put some measures in place to support the submission process, including a robust communications effort with publishers and simplified protocols for submitting manuscripts. These efforts have been less successful than we had hoped. Of as May 27th we have received 323 .pdfs to consider for review, and we have sent out 154 titles to reviewers. The cumulative effect of this is discussed in the section below.

### Skipped Issue of Choice magazine

The most immediate impact of our failure to receive our usual complement of books for review has been a lack of a sufficient number of completed reviews to compose a full issue of Choice magazine. An average issue requires at least 275 reviews in order to maintain the minimum number of pages for our usual binding. Publishing a smaller issue would have required new layouts, a different binding method, moving to different presses at the printer, and an increase in production costs. Ultimately, we decided that the most prudent way to deal with the situation was to take advantage of an opportunity offered by the US Post Office as a result of COVID-19 and skip publication of the August issue of the magazine. Skipping the August issue will allow

Choice to push reviews already in-house to the September issue and to create a “slush fund” of reviews to help tide us over until the review flow resumes its normal volume.

Fortunately, publication of Choice Reviews is entirely unaffected by the need to compose “editions,” as reviews are published to our database as soon as they have been edited. To redress the loss of the August issue of the magazine, therefore, we have offered our print subscribers free access to [Choicereviews.org](http://Choicereviews.org) through the end of the year.

### Choice Reviews and Choice magazine

During the period April and May of this year, Choice reviewers and editors added 640 reviews to the *Choice Reviews* database.

- Number of reviews as of 29 May 2020: 214,930
- *Choice Reviews*: Subscribing Institutions: 1,012. Registered users: 12,003
- *Choice* magazine: Subscribing Institutions: 734

Table 1: *Choice Reviews* Usage Statistics, Year to Date

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	11,253	77,917	36,294	48,493	14,432
Oct	15,184	99,735	45,409	62,367	16,231
Nov	13,797	90,554	43,107	53,203	15,161
Dec	9,159	76,244	37,677	47,310	11,917
Jan	10,063	87,656	43,367	54,177	14,416
Feb	11,859	93,903	46,386	51,058	14,502
Mar	8,976	61,570	27,888	39,136	11,815
Apr	10,487	66,125	23,395	36,066	12,444
May	7,982	45,746	21,179	29,304	11,536
Jun					
Jul					
Aug					
TOTAL YTD	98,760	699,450	324,702	421,114	122,454

### Staff Promotions

On a positive note, we are very proud and excited to announce two promotions in the Editorial department. Owing to his continued success at introducing and growing our portfolio of digital products, we have promoted Mark Derks, producer of the Choice webinars and The Authority File podcast, from Digital Media Specialist to Senior Digital Media Producer. Likewise, in recognition of the expanded role that our Humanities editor, Becky Bartlett has taken on in recent months—including staff training and key oversight responsibilities for Choice’s legacy products and editorial technology, we have promoted Becky from Editor to Senior Editor.

*Prior to the onset of the pandemic, Choice workflows for the review of books were a mixture of physical and digital processes. Physical copies sent by the publishers were delivered to our offices; editors selected works to review from among those submitted; and the books were mailed to the reviewers. The rest of the process, including the writing, submitting, editing, and publishing of reviews, is (and was) done on Choice Connect, our digital content-management system.*

*With the publishers, reviewers, and Choice office staff all sheltering in place, books are not being mailed, mail is not being picked up, editors are not in the office to examine candidates for review, and reviewers are not in their offices to receive books, which in any case we are unable to mail (!) In order to continue to publish, the editorial team is rapidly developing a digital workflow for the portion of the process formerly dependent on the delivery of physical books. This will require editors to solicit— and publishers to deliver—digital galleys. Reviewers will read the books selected for review in .pdf form and then submit their reviews on Choice Connect as they have always done. Later, when our lives return to some semblance of normalcy, we will ask publishers to send physical copies of reviewed books to the reviewer, as compensation for their work.*

### Choice Reviews:

Since budget uncertainties are looming for our customers, Choice Reviews subscribers with renewals coming due between June and December, 2020, are being offered an “Early Bird Renewal” discount if they choose to renew before the end of this academic year (June30), allowing libraries to use current-year funds for future renewals.

### Choice Magazine:

Choice magazine subscribers have been contacted via email to offer them complimentary access to Choice Reviews through December 2020. We will reach out to the institutions that sign up in the fall to offer them a substantially discounted rate for adding Choice Reviews to their subscription to the magazine.

### Choice Outstanding Academic Titles

The Outstanding Academic Titles weekly newsletter delivers curated mini lists of OATs and has been attracting high engagement, with open rates consistently over 45%. Content from the newsletter accounted for 10% of the April and May web visits to Choice360.org.

*Even though the Outstanding Academic Titles were awarded in December 2019, we continue to share curated weekly “mini lists” via social media and on our website and also with a dedicated weekly e-newsletter, which also contains information about additional Choice content that may be of interest. To date, the OAT e-newsletter has been generating high engagement, with open rates consistently over 40%.*

*This year, we moved publication of the Outstanding Academic Titles (OAT) list up by one month, to December, placing the list within the calendar year of the titles we reviewed and allowing us to join the ranks of the other end-of-year lists—effectively catching the buzz and public expectation of those other lists. The OATs represent the best of the 4,644 scholarly titles reviewed by Choice Reviews in 2019. This year’s list features 521 books and electronic resources from 134 publishers, comprising only about 11 percent of all the titles we reviewed during the year.*

*With the annual Outstanding Academic Titles award moving from January to December, much of November and December has been dedicated to the promotion of this prestigious award. Our website, Choice360.org, in*

*particular, has seen a dramatic upturn in OAT traffic. During the period 2–23 December, publication of the list drove 3,543 page views of OAT-related content on Choice360, an increase of some 270% over OAT-related views last year. December 2019 OAT traffic accounted for about 25% of the over 14,000 total page views garnered on the site during that time.*

*While we continue to share small themed snippets of the list weekly to drive traffic to Choice360, we have started some new initiatives to amplify interest. In an effort to expand awareness of Choice among audiences adjacent to our core, we launched a digital ad in Inside Higher Ed sharing the most popular OAT titles of 2019. Additionally, we are conducting an OAT Social Media Giveaway, a sweepstakes that ran throughout the month of December, mainly through Twitter. We are fortunate to have an abundance of donated titles, so many that we will in all likelihood pick multiple winners in January.*

*Finally, to complement the curated weekly offerings noted above we are giving website visitors the option of signing up for a weekly eNewsletter, delivering the current lists of OATs as well as information about other Choice content that may be of interest. We have had 200 sign-ups since November.*

### **Resources for College Libraries**

RCL subject editors added 818 titles to the database during this period (from database 23 March – 25 May 2020), with 99,740 records in total. Peer review recruiting for the RCL Arts and Humanities subjects commenced, with 32 reviewers committed as of this writing. Deselection guidelines were developed and distributed to all editors as a project-wide weeding initiative began with an editorial e-forum. The Bowker Book Analysis System assessment tool's user interface was upgraded and released in pre-production for testing; additional product enhancements were prioritized with ProQuest partners for a scheduled summer production and release.

*Subject editors added 1,013 titles to the RCL database during this period (from database 18 December 2019 – 22 March 2020), with 99,663 records in total. A project to improve user database discovery via Browse was completed, impacting 16,919 titles across 817 subject headings. A new Linguistics subject collection with approximately 550 titles went out for peer review. Subject taxonomy improvements in the areas of Drama and Theater, Germanic Languages and Literatures, and Journalism and Communication were implemented in the RCLAS editorial system. Revision materials for the annual editorial update were sent to all editors, including active title lists, OOP title lists, and subject data. New subject editors joined the project in Education, Law, and Sociology. With ProQuest partners, we produced new print and digital ads, including four subject editor ads.*

*Subject editors added 68 titles to the RCL database during this period (16 Oct – 17 December 2019), resulting in 99,574 total records. As the editorial revision cycle concluded with the end of the calendar year, administrative work for the coming editorial period commenced, including: editorial meetings to discuss implementing peer reviewers' recommendations, distributing letters of acknowledgment and subject editor agreements, processing and filtering new edition reports, and recruiting for editorial vacancies.*

## Engagement/Choice360.org

### Choice360.org Relaunch

The developer of our new site, WebSolutions, has submitted designs for all page types, and we are almost done approving their designs. As we do so, we are turning our attention to other issues, the most important of which is how to deal with advertising on our site, specifically, how to ensure that advertising and sponsored content is sufficiently differentiated from native content. We are also investigating how integrations with WebEx, YouTube, and podcast platforms will help increase traffic to our multimedia content and, finally, how to migrate content from the current site and its CMS to the new, WordPress, site. Launch of the new Choice360.org is slated for mid-summer.

*Our search for a developer for the rebuilt choice360.org site culminated in January with the selection of Web Solutions, a local design firm with offices in Meriden, Connecticut, as our developer. Work was divided into two projects, Discovery and Production, with the Discovery phase wrapping up at the end of February with the delivery of the information architecture schema, a page map, and comps for the main pages on the new site. Production is now underway, with a projected finish in late May.*

*Marketing continues its work at broadening Choice brand awareness via social media, advertising, and marketing campaigns. Choice social media pages are consistently active, in part due to interest generated by our webinars and podcast episodes. We welcomed fifty-nine new followers to our Twitter account in January through March. Choice also re-ignited its LinkedIn page in February, and we are hopeful it will help increase brand awareness and website traffic as we share pertinent info with a new audience.*

*As we reported in the previous installment of this report, 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. The growth of these programs has exposed the need for a more robust version of Choice360, 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. Our search for a developer for the rebuilt site began with an RFP distributed in the fall of this year, and during November and December we reviewed three proposals submitted in response, ultimately conducting live interviews with two of the three respondents. We are currently in the process of soliciting final cost estimates from both and will select a development partner in the first half of January.*

*At the same time, Bill Mickey and Mark Derks have begun conceptualizing a data-centric editorial feature for Choice360, an “academic best sellers” list that collects sales and engagement info for top-selling academic titles in print and ebook formats. We plan to source the data from book distributors and publish monthly tallies.*

### Sponsored Content

Marketing continues its work at broadening Choice brand awareness via social media and advertising but has purposely refrained from aggressive sales efforts during April and May in deference to the seriousness of the

COVID pandemic. Choice social media pages continue to be consistently active; a considerable portion of the activity can be attributed to increased interest in our live and archived webinar offerings during this period. Twenty-two percent of visits to Choice360 are tied directly to Choice webinars.

*Content Marketing—including webinars, podcasts, white papers, newsletters, and eBlasts—has taken the lead in advertising sales over print and online banners. January thru March brought in \$72.5K for print and online banner revenue, while content marketing generated \$93K. Webinars thru March are up 47% over last year, while podcasts are up 40%. With over half the year gone, we expect this trend to continue and will likely see content marketing surpass print advertising by a wide margin.*

*Marketing continues its work at broadening Choice brand awareness via social media, advertising, and marketing campaigns. Choice social media pages have continued to be quite active, in part due to interest generated by a very popular APA webinar as well as by our Outstanding Academic Titles promotional efforts (see above). Many of the latest social media posts were shared by our audience, driving a good amount of traffic to our Choice360 web site.*

### Webinars

From 31 March to the end of May Choice hosted seven sponsored webinars, with 7,177 total registrations (1,025 average registrations per webinar) and 3,818 attendees total (averaging 545 attendees per webinar). Significantly, attendance at our webinars, which normally runs in the 38% to 40% range, rose to 53% for these seven, a clear indication of the enhanced need for information and communication among home-bound librarians.

The best attended webinar was " Navigating Accessibility to Support All Library Users," (1,952 registrants, 1,027 attendees). Eli Cole provided live interpretation into American Sign Language, and Chelsea Lockwood transcribed the webinar in real-time.

Table 2: Choice/ACRL Sponsored Webinars, Year to Date

Date	Sponsor	Title	Regs	Parts
9/19/2020	Jove	LGBTQ history: supporting diversity in research and teaching, and why it matters	683	260
9/24/2020	ProQuest	How libraries can support pre-health students and advisors	350	148
10/1/2019	Social Explorer	Telling the American story with the U.S. census: teaching with real data	819	359
10/3/2019	ProQuest	Scholarship versus secrecy and fake news—primary sources in an age of misinformation	1,246	469
10/8/2019	Overdrive	How to make informed investments with digital content that increases circ numbers	231	71
10/17/2019	ProQuest	Video access models: opportunities and risks	532	227
10/24/2019	APA	What's new in APA style: inside the seventh edition of the APA publication manual	3,869	1,061
10/30/2019	Accessible Archives	Integrating primary sources across disciplines	783	280
11/14/2019	Adam Matthew	Sexology: the challenge of anonymity and striking the balance between subject privacy and scholarly practice	335	106
12/10/2019	Northwestern Univ. Press	Advertising, design and the archive—uncovering new art histories	372	132
12/12/2019	Springer Nature	The library's role in making textbooks affordable for students	852	358
1/21/2020	Social Explorer	Telling the story of our social world with data	719	293
2/11/2020	DeGruyter	Strategic solutions for overcoming a complex e-book ecosystem: de Gruyter's university press library	458	194
2/13/2020	APA	Creating references using seventh edition APA style	3,329	1113
3/10/2020	Overdrive	Ten ways the Libby app can help you reach readers on campus and off	386	138
3/19/2020	ProQuest	Women, their jobs, and their lives: A history of records, from Charlotte Perkins Gilman to the #metoo movement	501	186
3/31/2019	ProQuest	How libraries enable new discoveries with text and data mining	880	430
4/2/2020	Springer Nature	Reviews journals: A vital library resource for students, faculty and researchers	622	292
4/21/2020	ProQuest	Decolonizing the Literature Curriculum: Equality, Diversity and Inclusion in Literary Studies	1220	678
5/5/2020	Springer Nature	APCs in the Wild - Exploring Funding Streams for an Accelerated Transition to Open Access	567	315
5/7/2020	ProQuest	Navigating Accessibility to Support All Library Users	1952	1027
5/12/2020	OECD	Impacts and consequences of the coronavirus pandemic: OECD's data, analysis, and recommendations	1432	821
5/21/2020	Cambridge	Looking back at 10 years of Cambridge University Press Ebooks: How did we get here?	504	255
		<b>TOTAL</b>	<b>22,642</b>	<b>9,213</b>

*Choice's Media Channel on YouTube, home to our archive of over 150 of our webinars, has grown to 1,190 subscribers, which opens up opportunities to communicate with subscribers through "Premiers" (a feature that notifies subscribers of new videos), through direct notifications and surveys. It also allows Choice to monetize its channel through Google-driven advertising.*

## Podcasts

Choice's podcast, The Authority File, continues to post strong numbers, with a current average of 1,564 downloads and 1,950 streams per month. Through May, podcast traffic is running 29% higher than at this time last year

April saw MIT Press return as a sponsor to discuss their \$800,000 Arcadia Foundation grant to develop a sustainable business model for open access monographs, and May brought on two sponsors, SAGE, who brought on three librarians to discuss their approaches to teaching information literacy, and Wilfrid Laurier University Press, who brought on the press' author Karina Vernon to discuss the deeply personal topic of constructing an archive of Canadian Black Prairie denizens.

Table 3: Authority File Audience, Year to Date

Month	Downloads	Streams	Total
Sep	2,395	1,846	4,241
Oct	3,142	2,406	5,548
Nov	977	1,078	2,055
Dec	635	1,238	1,873
Jan	995	2,278	3,273
Feb	1,257	1,454	2,711
Mar	1,100	2,211	3,311
Apr	1,209	2,348	3,557
May	2,369	2,693	5,062
Jun			0
Jul			0
Aug			0
YTD	14,079	17,552	31,631
Avg/Month	1,564	1,950	3,515

## The Authority File Episodes

### April: Finding a Place for Open Access Monographs

<b>Presenters:</b>	Terry Ehling and Raym Crow
118	A Lack of Product-Market Fit
119	Starting from Scratch
120	Defining the Framework
121	Peer into the Crystal Ball

### Mondays in May: A New Approach to Info Lit

<b>Presenters:</b>	Rosalind Tedford, Dan Chibnall, Sarah Morris, and Mila Steele
122	Taking Down the "Illusion of Credibility"
124	"These Skills Aren't Just Academic"
126	Lessons in Execution
128	"How Can We Help?"

### Wednesdays in May: Constructing the Black Prairie Archives

<b>Presenter:</b>	Karina Vernon
-------------------	---------------

123	"It Had Been There All Along"
125	Changing the Cultural Record
127	"A Search for My Own History"
129	Breaking Down Dominant Narratives

*Choice's podcast, The Authority File, continues to post strong numbers, with a current average of 1,500 downloads and 1,757 streams per month, for a total of 3,287 listener sessions a month overall, up 169% from this time last year. During the reporting period, we presented the following episodes:*

### ***The Demand for Digital Literacy***

*Speaker: Ellen Carillo*

*Sponsor: Modern Language Association*

*1/6/2020 Find, Parse, Assess*

*1/13/2020 "Even Really Smart People Get Duped"*

*1/20/2020 An Antidote for Media Skepticism*

*1/27/2020 Fighting Bias to Find Credibility*

### ***Stepping Outside for Field Research***

*Speaker: David Danello*

*Sponsor: Georgetown University Press*

*2/3/2020 "What Am I Actually Doing? What Is This Career?"*

*2/10/2020 "I Had to Gain a Sense of How I Was Coming Across"*

*2/18/2020 Into a Category of "Unknown Unknowns"*

*2/24/2020 Seeking the Story*

### ***What Is Seamless Access?***

*Speaker: Laird Barrett and Heather Flanagan*

*Sponsor: Springer Nature*

*3/2/2020 "A New Experience of Federated Access"*

*3/9/2020 Alleviating Researcher Pain*

*3/16/2020 Clearing Up Misconceptions*

*3/23/2020 Connecting Publishers and Libraries*

**Table 3: Authority File Audience, Year to Date**

Month	Downloads	Streams	Total
Sep	2,395	1,846	4,241
Oct	3,142	2,406	5,548
Nov	977	1,078	2,055
Dec	635	1,238	1,873
Jan	995	2,278	3,273
Feb	1,257	1,454	2,711
Mar	1,100	2,211	3,311
Apr			0
May			0
Jun			0
Jul			0
Aug			0
YTD	10,501	12,511	23,012
Avg/Month	1,500	1,787	3,287

*Choice's podcast, The Authority File, continues to post strong numbers, with a current average of 1,787 downloads and 1,642 streams per month, year to date. Bill Mickey and Mark Derks, the Authority File host and producer respectively, staffed a booth at the 2019 Charleston Conference and recorded several episodes live on the show floor. At this show, they invited passersby to share their expertise, and recorded two brief, spontaneous conversations with librarians from Middle Tennessee State University, which appear as the show's first "bonus" content.*

### Patron Driven

Our newest, narrative-style podcast project, Patron Driven, is progressing nicely. Season One, "The Heart of the Campus," which follows four library staffers through the destruction and rebuilding of their Houston-area community college library following Hurricane Harvey, is scheduled to launch in late June. As of this writing, we've completed script-writing and have moved into the recording phase.

Marketing efforts for Patron Driven began in April, and May saw the release of a [three-minute trailer on YouTube](#) and the publication of a series of a dozen posts on Choice's blog. These are supported by a [new landing page](#) for the podcast on Choice360, social media mentions on Choice and ACRL platforms, and multiple Choice and ACRL e-newsletter features and banner placements. In May we sent personal emails to state and regional library associations and contacted media outlets and publications in the Houston region, where the Season One story takes place. To date we have had 640 visitors to the Patron Driven landing page.

### Planning for Reentry

As May draws to a close, we are deep into planning for a phased return to the office. Yes, we have learned to work efficiently from home, but no, neither are we so many stand-alone units connected by wires and stabled at our several screens. The intersection of maximum efficiency and maximum safety is somewhere in the middle, so as we return in June our goal is to return to near-normal productivity and something resembling our normal work flows with the minimum number of staff on-site at any one time. For the foreseeable future, and perhaps well beyond that, that number will be quite small and will be governed by the by-now familiar rules of social distancing.

As of this writing we have no clear sense of what the economic impact of the pandemic will be on our business, but our working assumption is that it will closely mirror the impact felt by academic libraries, *and librarians*, as we all attempt to

deal with this continuing crisis. We are equally affected by the financial issues that the ALA itself is facing, issues that will require further sacrifices at Choice as our parent organization attempts to deal with shrinking membership, dwindling revenues, and cost containment.

### White Papers

*Choice currently has two more research reports in development, both anchored by surveys. One, a study on e-book acquisition workflows, will be co-authored by John Novak, Collection Development Strategies Librarian, University of Maryland, and L. Angie Ohler, Director of Collection Services, University of Maryland. Publication is scheduled for late summer of this year. The other, scheduled for publication in June, is a study of how academic librarians are supporting researcher workflows. It will be written by Ngoc-Yen Tran, Research Impact Librarian, and Emily Chan, Associate Dean of Libraries, both of San José State University.*

*Overall, the five Choice white papers previously published continue to attract readers, and by the close of March had been downloaded 4,286 times, not including access from other sites where the white papers have been made available for download.*

*Mid-December saw the release of the fifth Choice white paper, “Research Data Services in Libraries: Where are We Today?” documenting the range of services currently offered in academic libraries and examining impediments to their implementation. The finished report was published too late for distribution at the Charleston Conference, but its findings were 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, the five Choice white papers published thus far continue to gain a steady stream of interest, surpassing 3,900 downloads in late December.*

### ccAdvisor

*The Choice editorial team has begun the process of assigning and editing ccAdvisor reviews as part of an effort to ramp up content production and make the database a more viable offering to potential subscribers. Thus far, we’re focusing our efforts on a “wish list” of desired reviews provided by the Center for Research Libraries (CRL), one of ccAdvisor’s largest subscribers. Choice editors have been trained on ccAdvisor Connect, our back-end content management system, and have created editorial protocols for the new process. By January, we will have added a monthly CCA quota to the responsibilities of the Choice editors.*

*The Charleston Library Conference in early November was major event for Choice, giving us the opportunity to speak with new and prospective CCA subscribers and to host a session, “Through the Looking Glass: Measuring Value in the Nontraditional Database Market,” in conjunction with CRL. The session highlighted some of the recent challenges in navigating the marketplace of “Big Data” and suggested measures to counteract vendor opacity through greater community investment in analysis of the products and providers.*

## Administration

*At the beginning of December Sabrina Cofer joined Choice as digital media assistant, a new position in the operations group. Prior to her hiring, Sabrina worked as an intern here at Choice, managing a variety of tasks, including the “Ask an Archivist” feature and writing and production of the APW (Academic Publishing Weekly) newsletter. Her new position encompasses a broad portfolio of responsibilities, including support for webinar and podcast production, creation and scheduling of newsletters, posting content to Choice360, and contributing to our marketing and social media efforts, among others.*

## Operations

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

### Staff

- A search committee for the ACRL executive director has been formed and hopes to have a new hire in place by January 2021.
- ACRL celebrated the achievements of Mary Ellen Davis before her April 24 retirement, and a named ACRL 2021 Conference scholarship was created by the ACRL Board of Directors.
- Through the NEH CARES: Cultural Organizations grant, ACRL is requesting \$300,000 for humanities activities over a 6.5 month period of June 15-Dec 31, 2020. Funding would primarily cover staff salaries and benefits, with other direct costs of consultant services and e-learning platform, and indirect costs. The notification date is June 15, 2020.
- *ACRL Executive Director Mary Ellen Davis announced her retirement, which will be effective April 24, 2020. Kara Malenfant, ACRL senior strategist for special initiatives, will serve as association interim executive director. ALA has announced a hiring freeze but the ACRL Presidents have reached out to the new ALA ED Tracie Hall to explore launching the search this spring.*
- *Davis has been working closely with Malenfant to highlight various work of the ED so that the transition will be smooth. Davis is happy to be contacted after retirement as needed.*
- *Executive Director Davis visited the Choice office in December and met with the entire staff as well various units.*

### ACRL Staff & ALA

- Due to Illinois’ shelter-in-place mandate through May 31, 2020, the move-in date to the new ALA Headquarters has been postponed from May to June. In May, packing was completed and the old 50 E Huron Street headquarters was vacated for the new tenant. ALA will continue to monitor the shelter-in-place mandate, and may adjust the move-in date to the new headquarters as needed.
- At the end of April, all ALA units submitted updated FY20 projections based on the impact of COVID-19. BARC reviewed the projections at its May 19, 2020 virtual meeting.
- In November 2019, ALA outsourced its accounting department from in-house to a contractor in India. Training was held for staff between November 2019 to February 2020, and staff began using the new processes in February 2020. Unfortunately, there have been delays and monthly financial reports are several months past release date. This is due to:
  - ALA’s contractor in India has been on lockdown since March 25, 2020.

- The team has experienced many challenges with moving to a work-from-home environment as the outsourcing industry is highly regulated by the Indian government. In addition, there is a shortage of laptops in India.
- Some of the team that was in place prior to COVID-19 went back to their homes and have not been able to return to the city of Bangalore. So new staff have been introduced to the team and they are currently being trained.
- The ALA Executive Board is reviewing the process for emeritus, and will review at its next meeting in June 2020. Staff and the presidents will wait to send the resolution in honor of Mary Ellen Davis, which included the title of emeritus, until the ALA Executive Board approves a process.
- ACRL Program Coordinator Lauren Carlton continues to serve on an ALA staff working group to review and improve the user experience for ALA Connect.
- *ALA's planned move date to the new headquarters building (225 N Michigan Ave, Suite 1300, Chicago, IL 60601) is April 27, 2020. ALA management is closely monitoring shelter-in-place mandates due to COVID-19 and is exploring options and processes to ensure ALA staff can safely pack-up their offices and prepare for the move. It is expected that this move will be delayed.*
- *ALA Finance staff are exploring applying for CAREs funding to provide support to ALA during this unprecedented time.*
- *Executive Director Davis continues service on ALA's Senior Management team, participating in weekly meetings with Tracie Hall leading them since early March. Davis led a staff working group to develop a process for dealing with "snail mail" while ALA staff are working under "shelter-in-place" guidelines.*
- *ACRL Program Coordinator Lauren Carlton is part of an ALA Connect Staff Admin group that meets every other week to discuss sitewide improvements.*
- *Kara Malenfant is on ALA's Rapid Response Team to deal with the COVID-19 and Margot Conahan has been named to a planning group for a virtual ALA Annual Conference.*
- *ACRL Program Manager for Strategic Development Allison Payne is working with ACRL staff to develop a file name structure and metadata for ACRL contracts that will be uploaded to new ALA contract repository.*
- *ACRL Program Coordinator Gena Parsons-Diamond is representing ACRL on the ALA Move Team, and Gena will let ACRL staff know how to pack, label, and box their belongings for the move to 225 N Michigan.*
- *Executive Director Davis continued service on ALA's Senior Management team, participating in weekly meetings, interview of the candidates for ALA Executive Director, and a two-day budget retreat to prepare for FY21.*
- *ED Davis was appointed to the staff Information Technology Advisory Committee whose charge is to look at IT strategically across the association.*
- *Megan Griffin, Senior Program Officer, and Allison Payne, Program Manager for Strategic Initiatives, continue to attend an ALA Connect Staff Admin group that meets every other week to discuss sitewide improvements. The group has worked on an updated navigation bar, and has given input for a forthcoming redesign (expected for February 2020).*
- *During September through December 2019, Allison Payne served on the ContractSafe ALA Staff Working Group to help create a taxonomy and organizational structure for ALA's forthcoming contract repository to be used by ALA staff.*

**Fundraising**

- *ACRL has raised \$28,116 since September 1, 2019. The ACRL Conference Scholarship Fund stands at \$32,374 (amount 54% of the \$60,000 goal approved by the ACRL Board).*
- *ACRL has raised \$23,430 since September 1, 2019 and the 2020 Giving Tuesday campaign was particularly successful. Donors provided \$7,750 in matching funds and as of January 2, 2020, we had received an additional \$8,380 in matching gifts for a 100% match rate. Nine new donors contributed to the Giving Tuesday campaign as well as six former donors.*

**This page included to accommodate double-sided printing.**

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



## Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: March 26, 2020 – May 31, 2020\*

*\* Note: Section A: Membership Engagement includes data through February 2020. Typically, the Board would review data through April or May at their June meetings, but ALA is only able to provide membership reports through February 2020. Section B: Education has been updated through May 31, 2020.*

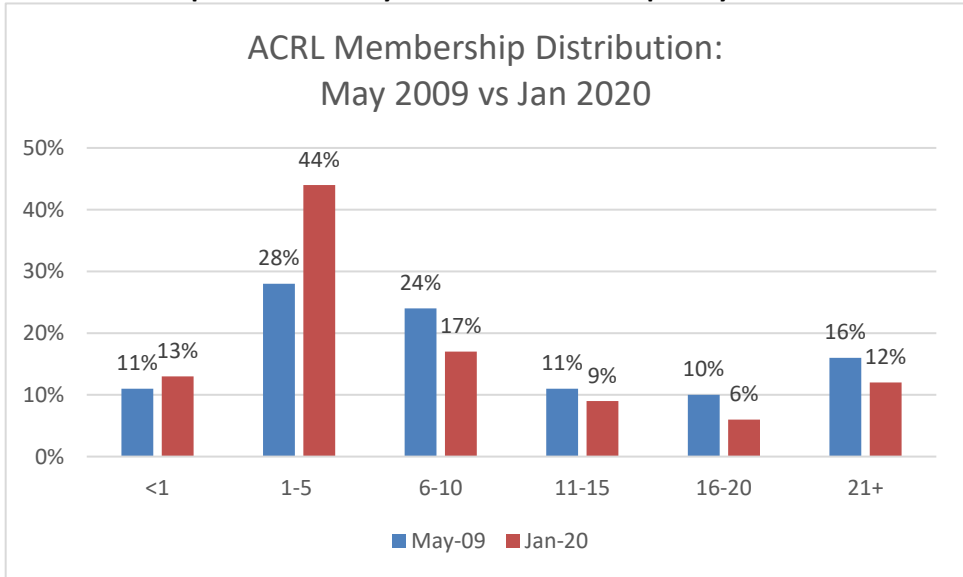
### Enabling programs and services key performance indicators (KPI)

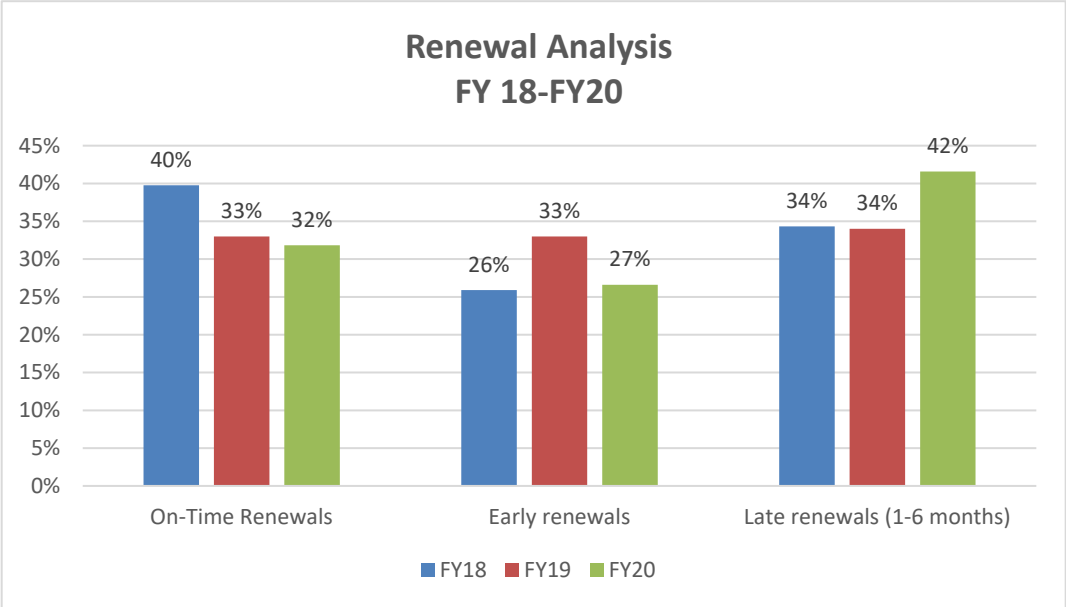
ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY20 and the progress toward each to date is reported below.

#### Section A: 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. Note: in November 2019, a college-advising company scuttled its plans to release a list of 952 private, nonprofit colleges that it expects to run out of money and close in the coming years, according to a new financial-modeling tool.

KPIs	Data					
1. Benchmark analysis of ACRL total membership number	ACRL membership has decreased 2.86% (294) since August 2019 when membership was 10,260.					
		Jan. FY20	Jan. FY19	Jan. FY18	Jan. FY17	Jan. FY16
	Total membership	9,966	10,576	10,545	10,869	11,074
	Change year over year	-2.86%	0.29%	-2.98%	-1.85%	-2.59%
2. Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate: Non-conference years are shaded for comparison.					
	Year	1 <sup>st</sup> Quarter	2 <sup>nd</sup> YTD Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Year to Date
	FY20	47.8%				47.8%
	FY19	47.1%				47.1%
	FY18	52.0%				52.0%
	FY17	50.8%				50.8%
	FY16	53.9%				53.9%
	FY15	51.9%				51.9%
	FY14	53.7%				53.7%
	FY13	56.5%				56.5%
	FY12	57.3%				57.3%
<div>Note: Renewal numbers are calculated after 16 months to accommodate ALA's lapsed member policy and 2nd quarter results will be in the next KPI report.</div>						

KPIs	Data																																																																					
	<table><tr><td>FY11</td><td>60.1%</td><td></td><td></td><td></td><td>60.1%</td></tr><tr><td>FY10</td><td>63.8%</td><td></td><td></td><td></td><td>63.8%</td></tr></table> <p>**An analysis of 307 first-year members who did not renew as of February 2020 shows that 37.1% (114) were regular members, 53.4% (164) were students, and 5.5% (17) were non-salaried librarians. 80% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 38% of those were regular members and 54% were students); 4% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 62% of those were regular members); 16% dropped all division and roundtable membership but retained their ALA membership (and 56% were students).</p>	FY11	60.1%				60.1%	FY10	63.8%				63.8%																																																									
FY11	60.1%				60.1%																																																																	
FY10	63.8%				63.8%																																																																	
3. Benchmark by continuous years of membership	<p><b>ACRL personal membership distribution for FY20 to date is shown below.</b> <i>The average ACRL membership tenure is 3.93 years (and the median length of ACRL membership is 4 years).</i></p> <table><tr><th>FY20 Q2 YTD</th><th>%</th><th>Number</th><th>FY19 Q2 YTD</th><th>%</th><th>Number</th></tr><tr><td>&lt;1 year</td><td>13</td><td>1,235</td><td>&lt;1 year</td><td>14</td><td>1,439</td></tr><tr><td>1-5 yrs</td><td>44</td><td>4,157</td><td>1-5 yrs</td><td>45</td><td>4,555</td></tr><tr><td>6-10 yrs</td><td>17</td><td>1,565</td><td>6-10 yrs</td><td>15</td><td>1,549</td></tr><tr><td>11-15 yrs</td><td>9</td><td>807</td><td>11-15 yrs</td><td>9</td><td>854</td></tr><tr><td>16-20 yrs</td><td>6</td><td>558</td><td>16-20 yrs</td><td>6</td><td>584</td></tr><tr><td>21+ yrs</td><td>12</td><td>1,144</td><td>21+ yrs</td><td>12</td><td>1,217</td></tr><tr><td>Total</td><td>100</td><td>9,466*</td><td>Total</td><td>100</td><td>10,209*</td></tr></table> <p>*These numbers include only personal members. Reports were run on March 24, 2020 and April 5, 2019 and reflect total personal members as of those dates.</p> <p><b>ACRL Membership Distribution by Years of Membership: May 2009 vs. March 2020</b></p>  <table><caption>ACRL Membership Distribution: May 2009 vs Jan 2020</caption><thead><tr><th>Years of Membership</th><th>May-09 (%)</th><th>Jan-20 (%)</th></tr></thead><tbody><tr><td>&lt;1</td><td>11%</td><td>13%</td></tr><tr><td>1-5</td><td>28%</td><td>44%</td></tr><tr><td>6-10</td><td>24%</td><td>17%</td></tr><tr><td>11-15</td><td>11%</td><td>9%</td></tr><tr><td>16-20</td><td>10%</td><td>6%</td></tr><tr><td>21+</td><td>16%</td><td>12%</td></tr></tbody></table> <p>Y axis: % of total membership X axis: # of years of ACRL membership</p> <p><i>*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for</i></p>	FY20 Q2 YTD	%	Number	FY19 Q2 YTD	%	Number	<1 year	13	1,235	<1 year	14	1,439	1-5 yrs	44	4,157	1-5 yrs	45	4,555	6-10 yrs	17	1,565	6-10 yrs	15	1,549	11-15 yrs	9	807	11-15 yrs	9	854	16-20 yrs	6	558	16-20 yrs	6	584	21+ yrs	12	1,144	21+ yrs	12	1,217	Total	100	9,466*	Total	100	10,209*	Years of Membership	May-09 (%)	Jan-20 (%)	<1	11%	13%	1-5	28%	44%	6-10	24%	17%	11-15	11%	9%	16-20	10%	6%	21+	16%	12%
FY20 Q2 YTD	%	Number	FY19 Q2 YTD	%	Number																																																																	
<1 year	13	1,235	<1 year	14	1,439																																																																	
1-5 yrs	44	4,157	1-5 yrs	45	4,555																																																																	
6-10 yrs	17	1,565	6-10 yrs	15	1,549																																																																	
11-15 yrs	9	807	11-15 yrs	9	854																																																																	
16-20 yrs	6	558	16-20 yrs	6	584																																																																	
21+ yrs	12	1,144	21+ yrs	12	1,217																																																																	
Total	100	9,466*	Total	100	10,209*																																																																	
Years of Membership	May-09 (%)	Jan-20 (%)																																																																				
<1	11%	13%																																																																				
1-5	28%	44%																																																																				
6-10	24%	17%																																																																				
11-15	11%	9%																																																																				
16-20	10%	6%																																																																				
21+	16%	12%																																																																				

KPIs	Data																
	<i>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.</i>																
4. Assess the impact of the renewal reminder program on ACRL membership renewal rates.	<p>Renewals for FY18, FY19, and FY20 year-to-date are illustrated below. As of January 2020, the renewal rate for ACRL members was 73.9%. Of that number, 59% renewed on or before their membership anniversary, and the number of late renewals has increased 8% over FY18 (the last non-conference year).</p> <div><p><b>Renewal Analysis FY 18-FY20</b></p><table><thead><tr><th>Category</th><th>FY18</th><th>FY19</th><th>FY20</th></tr></thead><tbody><tr><td>On-Time Renewals</td><td>40%</td><td>33%</td><td>32%</td></tr><tr><td>Early renewals</td><td>26%</td><td>33%</td><td>27%</td></tr><tr><td>Late renewals (1-6 months)</td><td>34%</td><td>34%</td><td>42%</td></tr></tbody></table></div>	Category	FY18	FY19	FY20	On-Time Renewals	40%	33%	32%	Early renewals	26%	33%	27%	Late renewals (1-6 months)	34%	34%	42%
Category	FY18	FY19	FY20														
On-Time Renewals	40%	33%	32%														
Early renewals	26%	33%	27%														
Late renewals (1-6 months)	34%	34%	42%														

### Section B: 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					
5. Quality assessment and learning outcomes		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY20 Overall
	Average overall quality assessment	77%	88%	81%		
	* Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					

KPIs	Data					
6. Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY20 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	88%	93%	93%		
	<i>Note: Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.</i>					
7. Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					
		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY20 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	52%	60%	39%		
	<ul style="list-style-type: none"> <li>This includes every evaluation returned, even in a course had only 1 response.</li> </ul>					

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Division-level Committee Composition Update

Submitted by: Karen Munro, ACRL President

Date submitted: 5/20/2020

### Background

To help ensure a smooth transitions between committee cycles, it is suggested that the following excerpt from the [ACRL Guide to Policies and Procedures 3.5.1 Committee leadership](#) be added to the composition section on roster pages for each division-level committee (excluding editorial boards and conference committees):

- “Since it is important that the vice-chair/chair be knowledgeable about the responsibilities and concerns of the committee, it is suggested that the committee vice-chair/chair be selected from the existing committee membership.”

### Stakeholders

n/a

### Fiscal and Staffing Impact

If approved, staff will update composition information on the rosters.

### Action Recommended

That the ACRL Board of Directors approves the composition update for division-level committees.

### 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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

☐ 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.

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewal Request for the Library Marketing and Outreach Interest Group

Submitted by: Kimberly Shotick, Stephanie Espinoza Villamor, Conveners 2020

Date submitted: May 21, 2020

### Background

The ACRL Library Marketing and Outreach Interest Group (LMOIG) was established on July 1, 2014. The proposed charge updates better reflect the scope of the interest group beyond marketing to include outreach and engagement.

**Previous charge:** To provide a forum for discussion regarding effective digital and print methods, including but not limited to social media, flyers, etc. to disseminate information about the value of their respective academic and research libraries in the United States and around the globe, and the services and events they offer and to work for the objectives of the Association of College and Research Libraries.

**Proposed charge:** To provide a forum for discussion regarding effective communication methods and outreach initiatives, including marketing strategies and strategic relationship-building, that academic and research libraries utilize to disseminate information about their value, events, services, and resources and to engage the communities they serve.

### Fiscal and Staffing Impact

If approved, ACRL staff will update the online directory of leadership with the new charge. Staff will also update membership promotional materials.

### Action Recommended

That the ACRL Board of Directors approves the renewal of the ACRL Library Marketing and Outreach Interest Group with a revised charge for another three-year term.

### 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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

☐ 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.

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



## Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

### I. NAME

Current Name of Interest Group: Library Marketing and Outreach Interest Group

Proposed Name (if requesting a change):

### II. DATE ESTABLISHED: 2014

### III. LEADERSHIP

#### ***Current Convener:***

Name: Kimberly Shotick, Stephanie Espinoza Villamor

Institution: Northern Illinois University, College of Southern Nevada

Email Address: [kshotick@niu.edu](mailto:kshotick@niu.edu), [forestjournal@yahoo.com](mailto:forestjournal@yahoo.com)

#### ***Incoming Convener:***

Name: Sarah DeSantis, Dr. Leila Rod-Welch

Institution: University of South Carolina Upstate, University of Northern Iowa

Email Address: [sarahdesantis1127@gmail.com](mailto:sarahdesantis1127@gmail.com), [leila.rod-welch@uni.edu](mailto:leila.rod-welch@uni.edu)

### IV. Please state the Interest Group's original charge.

To provide a forum for discussion regarding effective digital and print methods, including but not limited to social media, flyers, etc. to disseminate information about the value of their respective academic and research libraries in the United States and around the globe, and the services and events they offer and to work for the objectives of the Association of College and Research Libraries.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

To provide a forum for discussion regarding effective communication methods and outreach initiatives, including marketing strategies and strategic relationship-building, that academic and research libraries utilize to disseminate information about their value, events, services, and resources and to engage the communities they serve.

\*these updates better-reflect the scope of the interest group beyond marketing to include outreach and engagement.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

This group does not conflict with other groups. We occasionally partner with the ULC Outreach group on programming. However, that group's scope is limited to institutions that have graduate programs, while our scope more broadly includes other academic and research institutions.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The Facebook group is the premier discussion forum for this interest group and has nearly 5.5k members. We engage members through programming and guided discussion.



Current governance procedures attached.

## **1. Name**

ACRL Library Marketing and Outreach Interest Group

## **2. Charge**

To provide a forum for discussion regarding effective communication methods and outreach initiatives, including marketing strategies and strategic relationship-building, that academic and research libraries utilize to disseminate information about their value, events, services, and resources and engage to the communities they serve.

## **3. Membership**

Any member of the Association of College and Research Libraries may elect membership in the Library Marketing and Outreach Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

## **4. Governance**

Sec. 1. Officers. The officers of the interest group shall be a chair, a vice-chair/chair-elect, and a past chair.

Sec 2. Terms of Office. The chair shall serve for one year. The chair-elect shall serve for one year as vice-chair; at its expiration, or upon the occurrence of a vacancy, the vice chair shall become chair. The past chair shall serve for one year.

Sec.3 The vice-chair is elected by majority vote by the interest group members. Election for the vice-chair shall be held annually one week prior to the ALA Annual Conference. Emergency elections resulting from a vacancy may be held at anytime.

## **5. Working Groups**

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two year term.

Sec. 4. All working group members must be current interest group members for the duration of their appointment.

Sec. 5. All working groups are required to report on their work. Minutes shall be taken and posted after any meeting on the interest group's ALA Connect Page (<http://connect.ala.org/node/224604>) and Facebook page (<https://www.facebook.com/groups/740944219278343/>). Each group shall have a report of their work prepared for the ALA Midwinter Conference and the ALA Annual Conference. If no working group member is available to attend ALA Midwinter or ALA Annual, a copy of report will be read by the chair.

## **6. Interest Group Renewal or Termination**

Sec. 1. Review. The interest group officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

**This page included to accommodate double-sided printing.**

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewing Digital Badges Interest Group

Submitted by: Victoria Raish, Co-Convener, ACRL Digital Badges Interest Group

Date submitted: May 22, 2020

### Background

The Digital Badges Interest Group is requesting a continuance of our group. In the last 3 years since our previous renewal, adoption of digital badges and micro-credentials has grown, as well as interest in them by librarians. The DBIG serves to provide resources for this burgeoning educational technology. The proposed charge added the word micro-credentials to be more inclusive of other terms used to describe this type of tool.

**Previous charge:** To provide a forum for discussion and the exchange of ideas related to digital badges, particularly as they relate to libraries (of all types) and information literacy. The interest group's work may also include: developing new ideas and approaches to using digital badges, sharing information about badging projects, research, and platforms, and providing networking opportunities for members.

**Proposed charge:** To provide a forum for discussion and the exchange of ideas related to digital badges and micro-credentials, particularly as they relate to libraries (of all types) and information literacy. The interest group's work may also include: developing new ideas and approaches to using digital badges, sharing information about badging projects, research, and platforms, and providing networking opportunities for members.

### Stakeholders

We have not formally consulted other stakeholders.

### Fiscal and Staffing Impact

If approved, ACRL staff will update the online directory of leadership with the new charge. Staff will also update membership promotional materials.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

### Action Recommended

That the ACRL Board of Directors approves continuing the Digital Badges Interest Group with a new charge for another 3-year term.

### Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

### Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

### Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: \_\_\_\_\_

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



## Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

### I. NAME

Current Name of Interest Group: Digital Badges Interest Group

Proposed Name (if requesting a change):

### II. DATE ESTABLISHED: 2014

### III. LEADERSHIP

#### ***Current Convener:***

Name: Victoria Raish and Kelsey O'Brien

Institution: Penn State and SUNY Albany

Email Address: [vrc112@psu.edu](mailto:vrc112@psu.edu) and [klobrien@albany.edu](mailto:klobrien@albany.edu)

#### ***Incoming Convener:***

Name: Wendy Given

Institution: Southern New Hampshire University

Email Address: [wendy.given@gmail.com](mailto:wendy.given@gmail.com)

### IV. Please state the Interest Group's original charge.

To provide a forum for discussion and the exchange of ideas related to digital badges, particularly as they relate to libraries (of all types) and information literacy. The interest group's work may also include: developing new ideas and approaches to using digital badges, sharing information about badging projects, research, and platforms, and providing networking opportunities for members.

## ACRL AC20 Doc 2.2a

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

To provide a forum for discussion and the exchange of ideas related to digital badges and micro-credentials, particularly as they relate to libraries (of all types) and information literacy. The interest group's work may also include: developing new ideas and approaches to using digital badges, sharing information about badging projects, research, and platforms, and providing networking opportunities for members.

Added the word micro-credentials to the charge to be more inclusive of other terms used to describe this type of tool.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

There is no other group within ACRL that is focused on this aspect of teaching and learning. Other groups may touch on it in a broad sense but none are dedicated to this topic.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The DBIG has held two online meetings per year which are well attended (one was actually "sold out"). We also distribute relevant information by our listserv and plan to expand our Libguide this year with more information for members.



Current governance procedures attached.

**ACRL Digital Badges Interest Group Procedures**  
**May 22, 2015**

**Name**

ACRL Digital Badges Interest Group

**Charge**

The Digital Badges Interest Group provides a forum for discussion and the exchange of ideas related to digital badges, particularly as they relate to libraries (of all types) and information literacy. The interest group's work may also include: developing new ideas and approaches to using digital badges, sharing information about badging projects, research, and platforms, and providing networking opportunities for members. The DBIG maintains a listserv and an ALA Connect space related to its mission. The ALA Connect space is used for administrative purposes such as posting meeting notes and informing members about in-person meetings. The DBIG hosts online meetings and holds in-person meetings at ALA conferences as needed.

**Membership**

Any member of the Association of College and Research Libraries may elect membership in the DBIG. Every member of the interest group has the right to vote and is eligible to hold office.

**Chairs**

Sec. 1. Officers. The officers of this interest group shall be a convener, incoming convener, and past convener.

Sec 2. Terms of Office. Officers serve for three years: the first year as incoming convener, the second year as convener and the third year as past convener. In the occurrence of a vacancy, the incoming convener becomes convener.

Sec.3 . The convener appoints the newest incoming convener with input from the other conveners and the group as a whole.

**Working Groups**

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two year term.

Sec. 3 All working group members must be current DBIG members for the duration of their appointment.

Sec. 4 All working groups are required to report on their work. Minutes shall be taken and posted and distributed after meetings.

**Interest Group Review**

Sec. 1 Review. The DBIG shall conduct a review of the group every three years, beginning in FY 2015-16, to prepare a recommendation for the ACRL Board of Directors. During this review, the conveners will evaluate the current charge, procedures, working groups, membership statistics, and the group's success in achieving its goals. After the review process, the conveners will decide whether they think the group should continue.

Sec. 2 Board recommendation. Based on the aforementioned review, six months prior to the three year mark the convener will submit a Board action form to the ACRL Board of Directors recommending that the Interest Group be renewed or terminated.

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Core Updates for Hugh C. Atkinson Memorial Award Committee & ACRL/LLAMA  
Interdivisional Academic Library Facilities Survey Editorial Board

Submitted by: Chase Ollis, ACRL Program Officer  
Mary Jane Petrowski, ACRL Associate Director

Date submitted: 5/20/2020

### Background

In spring 2020, ALA membership approved the creation of a new division, Core: Leadership, Infrastructure, Futures and the dissolution of the Association for Library Collections & Technical Services (ALCTS), Library & Information Technology Association (LITA) and Library Leadership & Management Association. (LLAMA). [Core's mission](#) combines the three former divisions and includes Management and Leadership, Technical Services, and Technology.

ACRL will need to update joint committees with members from ALCTS, LITA, and LLAMA to reflect this change. It is expected that Core will be officially established, and the new composition rules should be implemented before the next appointments cycle begins in spring 2021. The proposed updates include:

- Hugh C. Atkinson Memorial Award Committee
  - **Charge:** To honor the life and accomplishments of Hugh C. Atkinson by soliciting nominations and recognizing the outstanding accomplishments of ~~an~~ academic librarians who ~~have~~s worked in the areas of library automation or library management and ~~have~~s made contributions (including risk taking) toward the improvement of library services or to library development or research. The award is jointly sponsored by the Association of College and Research Libraries (ACRL) and ~~Core: Leadership, Infrastructure, Futures, the Library Administration and Management Association (LLAMA), the Library and Information Technology Association (LITA), and the Association for Library Collections & Technical Services (ALCTS)~~ and is funded by an endowment created by divisional, individual, and vendor contributions given in memory of Hugh C. Atkinson.
  - **Composition:** One member ~~representing college and research libraries, one member representing library collections and technical services, one member representing library leadership and management, and one member representing library and information~~

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

● Page 1

~~technology from each division.~~ Members serve a four-year term, serving as chair in the fourth and final year.

- ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
  - **Name:** ACRL/~~Core LLAMA~~ Interdivisional Academic Library Facilities Survey Editorial Board
  - **Charge:** The ACRL/~~Core LLAMA~~ Interdivisional Academic Library Facilities Survey Editorial Board has oversight responsibility for ACRL's annual Academic Library Facilities Survey including the development of an annual questionnaire on current facility demographics, facility repurposing projects and anticipated building trends or issues. The Editorial Board also develops materials publicizing and encouraging participation by academic libraries in the annual ACRL Facilities Survey and continuously updates the "Academic Library Building Design: Resources for Planning" resource guide for planning library buildings and learning spaces.
  - **Composition:**
    - ~~Eight Six~~ members (including co-chairs) with ~~Core LLAMA~~ and ACRL each appointing ~~three four~~ members.
    - The term of chair shall be for two years and shall be staggered between ~~Core LLAMA~~ and ACRL.
    - ~~Core LLAMA~~ will use one of their appointments to appoint an architect.

### Stakeholders

Core staff and leadership have been consulted and they approve these changes.

### Fiscal and Staffing Impact

If approved, staff will update these changes on the ACRL website and membership materials in September 2020 when Core becomes an official division.

### Action Recommended

That the ACRL Board of Directors approves the proposed updates for the Hugh C. Atkinson Memorial Award Committee & ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board.

### 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

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

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



Enabling Programs and Services

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

**This page included to accommodate double-sided printing.**

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



## **Board of Directors Action Form**

To: ACRL Board of Directors

Subject: History Librarians Interest Group (HLIG) Renewal

Submitted by: Rachel Bohlmann, Convener, HLIG

Date submitted: May 29, 2020

### **Background**

The HLIG formed in 2017. At the time there was no group (discussion group, interest group, or section) in ACRL for librarians in academic libraries with responsibilities in history as a discipline. There were and are sections for librarians engaged in European studies, and women and gender studies, and interest groups exist for African American studies and for Asian, African, and Middle Eastern studies. Area studies like these include history as a part of their fields, but they are focused on topical concerns and use an interdisciplinary approach. HLIG has filled a need of librarians for professional support and a community of practice for teaching, collection development, and research in history as a discipline and content area.

Over the last three years we have offered programs designed to support these goals. One discussion was on ways history librarians can contribute to digital humanities programs in general, and more specifically through the Archive of American Public Broadcasting by using its datasets for digital humanities research. Other programs offered guidance in using the archives of NATO and the League of Nations, both important sources for research into international history, and a presentation on the Citizen Archivist Program, an initiative created by the National Archives and Records Administration (NARA) that enables citizens to help NARA to identify problematic material in its universal catalog. Finally, HLIG collaborated with RUSA's History Section in fall 2019 to create a program proposal for ALA's 2020 Annual Meeting, which was accepted. The panel, "Bridging the Past and the Present: History, Democracy, and Civic Engagement in Chicago's Libraries and Archives," focused on civic engagement programming and voting rights initiatives within Chicago's libraries and archives. It explored innovative ways in which these institutions promote civic literacy by facilitating access to and promoting dialogue around historical information. Due to the COVID-19 pandemic, the 2020 ALA Annual meeting in Chicago was canceled. HLIG and the History Section are working together to turn the panel into a webinar for fall 2020.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

In FY20 HLIG focused on member engagement and outreach. We established a monthly newsletter for members. In addition to welcoming new members, it offers resource suggestions and invites feedback and discussion questions from history librarians. In spring 2020 we also surveyed members to develop a fuller portrait of what they do and what they would like to experience in HLIG. Our group has an email subscription list of 185 addresses.

### Stakeholders

In spring 2020 HLIG released a member survey. While the question of whether the group should continue was not raised explicitly, it was implicitly affirmed by members' requests for programming focused on librarians' work with history faculty and students. They asked for assistance with ideas for teaching with history faculty, for library instruction focused in historical methods and critical engagement with primary sources, as well as for resources for new history librarians, and creating a community of practice around completing digital history projects and bringing digital history methods to relevant departments. One outcome of the survey was confirmation of the need for what HLIG offers in ACRL's community.

### Fiscal and Staffing Impact

The fiscal and staffing impact would be unchanged from previous years. If approved, ACRL staff will update the ACRL website, membership materials, and will assist with appointments.

### Action Recommended

That the ACRL Board of Directors approves to renew the ACRL History Librarians Interest Group for another three-year term.

### 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.

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



### Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

#### I. NAME

Current Name of Interest Group: History Librarians' Interest Group

Proposed Name (if requesting a change): NA

#### II. DATE ESTABLISHED: July 1, 2017

#### III. LEADERSHIP

##### ***Current Convener:***

Name: Rachel Bohlmann

Institution: The University of Notre Dame

Email Address: [rbohlman@nd.edu](mailto:rbohlman@nd.edu)

##### ***Incoming Convener:***

Name: Kaitlyn Tanis

Institution: The University of Delaware

Email Address: [kltanis@udel.edu](mailto:kltanis@udel.edu)

#### IV. Please state the Interest Group's original charge.

To discuss issues common to subject librarians in academic or research libraries, who are working with collections and researchers in the discipline of history.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

NA

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

The HLIG does not conflict with any other ACRL units. There is some natural overlap between ALA's Reference and User Services Association's (RUSA) History Section. But because RUSA's History Section serves librarians in all types of libraries, ACRL's HLIG fills a more specific need of history subject librarians in academic libraries. The HLIG has also been intentional about communicating and collaborating with the History Section. One of the group's officers is a member of RUSA's History Section's leadership (Rebecca Lloyd, HLIG's secretary in FY20 and incoming vice-convenor for FY21).

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

For the past three years HLIG has offered subject-based programs at ALA Annual and ALA Midwinter, open to members and non-members. In FY20 we collaborated with RUSA's History Section to propose a program for ALA Annual 2020: "Bridging the Past and the Present: History, Democracy, and Civic Engagement in Chicago's Libraries and Archives." Our proposal was accepted, but because the COVID-19 pandemic, ALA Annual was canceled. We are moving our conference panel program to a webinar in fall 2020. We have also initiated a monthly newsletter. It welcomes new members, suggests new online resources in history, and invites member feedback and suggestions for future programming. This spring we gathered survey data from members. It gave us a fuller picture of who members are and what programming they find most helpful.

☒ Current governance procedures attached.

**HISTORY LIBRARIANS INTEREST GROUP GOVERNANCE PROCEDURES**

**FINAL VERSION, ACCEPTED FEBRUARY 10, 2018**

**1. Name**

ACRL History Librarians Interest Group (HLIG)

**2. Charge**

To discuss issues common to subject librarians in academic or research libraries, who are working with collections and researchers in the discipline of history.

**3. Membership**

Any member of the Association of College and Research Libraries may elect membership in the History Librarians Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

**4. Governance**

Sec. 1. Officers. The officers of this interest group shall be a convener, an incoming convener, a past convener, and a recorder.

Sec 2. Terms of Office. The convener shall serve for one year. The incoming convener shall serve for one year as vice-convener; at its expiration, or upon the occurrence of a vacancy, the vice-convener shall become convener. At that time, the recorder shall become the vice-convener. The past convener shall serve for one year.

Sec.3. Filling Offices. The officers are determined on a volunteer basis. Should there be multiple volunteers for the recorder position, an election will be sent out to the list-serv.

Sec. 4. Agendas and Minutes. All meeting agendas and minutes shall be posted to the HLIG ALA Connect Page (<http://connect.ala.org/node/270776>).

**5. Working Groups**

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two year term.

Sec. 4. All working group members must be current HLIG members for the duration of their appointment.

Sec. 5. All working groups are required to report on their work. Minutes shall be taken and posted after any meeting on the HLIG ALA Connect Page. Each group shall have a report of their work prepared for the ALA Midwinter Conference and the ALA Annual Conference. If no working group member is available to attend ALA Midwinter or ALA Annual, the convener will read a copy of report.

**6. Interest Group Renewal or Termination**

Sec. 1. Review. HLIG officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

**This page included to accommodate double-sided printing.**

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: RoadShow presenter coordinator selection process

Submitted by: Chase Ollis, Professional Development and Outreach Specialist, ACRL

Date submitted: June 8, 2020

### Background

In June 2018, the ACRL Board of Directors approved a new process for RoadShow development. Included in this process was a reference to appointing a presenter coordinator through existing procedures. In the coordinator selection procedures (Doc 2.5a), the composition of the selection team is outlined as follows:

"A selection team composed of members of the designated member oversight group, workshop presenters who have indicated they will not be candidates for the coordinator role, and a representative from the ACRL Board of Directors who serves as a non-voting, ex-officio member."

The composition above does not account for scenarios where no current workshop presenters volunteer to serve on the selection team, either because they are unable or because all presenters intend to apply for the coordinator role. This has caused delays in past appointment iterations to identify volunteers from presenter teams. Therefore, ACRL staff suggest amending the statement which describes the composition of the selection team as follows:

"A selection team composed of members of the designated member oversight group; **whenever possible**, workshop presenters who **are willing and** have indicated they will not be candidates for the coordinator role; and a representative from the ACRL Board of Directors who serves as a non-voting, ex-officio member."

### Stakeholders

Presenter coordinators and oversight committee leaders have been notified.

### Fiscal and Staffing Impact

If approved, staff will update the procedures online.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

### Action Recommended

That the ACRL Board of Directors approves the revised language for the RoadShow presenter coordinator selection team composition.

### 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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

## Presenter Coordinator: Selection and Appointment

*Note:* Dates may vary if a current Presenter Coordinator resigns suddenly or if there is a newly created workshop presenter team.

### By March 1

- Current Presenter Coordinator notifies workshop presenter team, designated member oversight group (e.g., for the ACRL workshop "Scholarly communication: From understanding to engagement" the member oversight group is the Research and Scholarly Environment Committee), and ACRL Staff of forthcoming vacancy (either due to expiring term or resignation).

### March 1 – mid-April

Designated member oversight group:

- Reviews this selection and appointment process.
- Develops or updates essay questions for applicants.
- Shares the *Presenter Coordinator Description* document and essay questions with full membership of designated oversight group and update as needed.
- Forms a selection team composed of members of the designated member oversight group, workshop presenters who have indicated they will not be candidates for the coordinator role, and a representative from the ACRL Board of Directors who serves as a non-voting, ex-officio member.
- Posts a call for Presenter Coordinator to the presenter team and encourages applications (by April 15)

### Mid-April – early June

- Applications due to selection team chair (by May 15)
- Applications shared with full selection team (by May 18)
- Selection team reviews applications, conducts follow up phone interviews if needed.
- Selection team votes and agrees on top candidate to recommend, conveys to chair of designated member oversight group.

### Early June

Chair of designated member oversight group submits Board Action Form to ACRL Program Officer, and notifies candidate they have submitted their recommendation to the Board. The Board Action Form includes overview of selection process, recommended nominee and their application form along with a list of all candidates' names. ACRL Board of Directors will review and consider for confirmation at the ALA Annual Conference.

**This page included to accommodate double-sided printing.**

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Research Assessment and Metrics Interest Group Renewal

Submitted by: Robin Champieux, Convener, ACRL Research Assessment and Metrics Interest Group

Date submitted: June 08, 2020

### Background

Per the standard renewal cycle, the Research Assessment and Metrics Interest Group is asking to have its interest group status renewed.

The Research Metrics and Assessment Interest Group's discussion list has over 700 members, including many individuals outside of North America. The list provides an important active forum for exchanging news and ideas related to research impact assessment.

Additionally, the IG has hosted several webinars on topics related to our charge and is currently planning a series on the skills and activities associated with building successful research impact/metric services.

### Stakeholders

No

### Fiscal and Staffing Impact

If approved, staff will update the online Directory of Leadership.

### Action Recommended

That the ACRL Board of Directors approves the continuation of the Research Assessment and Metrics Interest Group for another three years.

### 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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

☐ 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.

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



### Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

#### I. NAME

Current Name of Interest Group: **Research Assessment and Metrics Interest Group**

Proposed Name (if requesting a change):

#### II. DATE ESTABLISHED: 2017

#### III. LEADERSHIP

##### ***Current Convener:***

Name: Robin Champieux

Institution: Oregon Health & Science University

Email Address: [champie@ohsu.edu](mailto:champie@ohsu.edu)

##### ***Incoming Convener:***

Name: Laura Bowering Mullen

Institution: Rutgers University

Email Address: [lbmullen@rutgerps.edu](mailto:lbmullen@rutgerps.edu)

#### IV. Please state the Interest Group's original charge.

To provide a forum for discussion of trends and developments in the field of research metrics and scholarly impact, and the many ways academic librarians can support their faculty, administrators and students to understand, measure and extend the contributions of their research to their fields and the world beyond academia.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

Given the environment of increased emphasis on quantifying scholarship and scholarly impact, there are both great opportunities and challenges for academic librarians to help stakeholders understand both traditional metrics and newer altmetrics that measure research impact. This interest group provides a forum for librarians to discuss trends and developments in the rapidly changing field of research metrics and scholarly impact.

While the focus of our interest group aligns with topics and issues important to other units, such as the Research and Scholarly Environment Committee, we are the only group to specifically focus on research metrics and offer members the opportunity to dive deep into this important topic.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The Research Metrics and Assessment Interest Group's discussion list has over 700 members, including many individuals outside of North America. The list provides an important active forum for exchanging news and ideas related to research impact assessment.

Additionally, the IG has hosted several webinars on topics related to our charge and is currently planning a series on the skills and activities associated with building successful research impact/metric services.



Current governance procedures attached.

**1. Name**

Research Assessment and Metrics Interest Group (RAMIG)

**2. Charge**

To provide a forum for discussion of trends and developments in the field of research metrics and scholarly impact, and the many ways academic librarians can support their faculty, administrators and students to understand, measure and extend the contributions of their research to their fields and the world beyond academia.

**3. Membership**

Any member of the Association of College and Research Libraries may elect membership in the Research Assessment and Metrics Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

**4. Governance**

Sec. 1. Officers. The officers of this interest group shall be a convener, an incoming convener, and a past convener.

Sec 2. Terms of Office. The convener shall serve for one year. The incoming convener shall serve for one year as vice-convener; at its expiration, or upon the occurrence of a vacancy, the vice-convener shall become convener. The past convener shall serve for one year.

Sec.3. Filling Offices. The officers are determined on a volunteer basis. Should there be multiple volunteers for the incoming convener position, an election will be sent out to the list-serv.

Sec. 4. Agendas and Minutes. All meeting agendas and minutes shall be posted to the RAM IG ALA Connect Page.

**5. Working Groups**

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two year term.

Sec. 4. All working group members must be current RAM members for the duration of their appointment.

Sec. 5. All working groups are required to report on their work. Minutes shall be taken and posted after any meeting on the RAM ALA Connect Page. Each group shall have a report of their work prepared for the ALA Midwinter Conference and the ALA Annual Conference. If no working group member is available to attend ALA Midwinter or ALA Annual, the convener will read a copy of report.

**6. Interest Group Renewal or Termination**

Sec. 1. Review. RAM officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

**This page included to accommodate double-sided printing.**

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



## **Board of Directors Action Form**

To: ACRL Board of Directors

Subject: ACRL Code of Ethics for Special Collections Librarians

Submitted by: Willie Miller, ACRL Standards Committee Chair

Date submitted: June 3, 2020

### **Background**

In 2017, the RBMS Task Force to Revise the “ACRL Code of Ethics for Special Collections Librarians” began work on revising the ACRL Code of Ethics for Special Collections Librarians. The Code of Ethics consists of three parts: the Preamble, which provides an overview of ethical considerations for special collections practitioners as well as definitions; a Statement of Values, which describes ethical practice in domains of work important to practitioners; and a section of Commentary, which elaborates on the Statement of Values. The revision updates the Code of Ethics to better reflect current practices in Special Collections librarianship.

Drafts of the revised Code of Ethics were distributed through the RBMS-L listserv on June 12, 2018, January 20, 2019, and June 14, 2019. Comments from the community were incorporated into the draft document. Several task force members were also members of the Society of American Archivists, and informally represented SAA perspectives. The RBMS Executive Committee List distributed a final draft for consideration and the Executive Committee approved the revision at an open meeting at 2020 ALA Midwinter Meeting. The ACRL Standards Committee approved the document in Spring 2020.

### **Action Recommended**

That the ACRL Board of Directors gives final ACRL approval to the revised version of the “ACRL Code of Ethics for Special Collections Librarians.”

### **Fiscal and Staffing Impact**

If approved, staff will add the standards to the ACRL website, and promote through ACRL communications channels.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

### Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

### Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

### Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: \_\_\_\_\_

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

# **ACRL Code of Ethics for Special Collections Librarians**

**2020 Revision**

**(Originally approved 2003)**

## **Executive Summary**

- Special collections practitioners have particular ethical duties and values that derive from the responsibility of caring for cultural property on behalf of the general public.
- Balancing the current and potential future needs of all stakeholders who are invested in the collections stewarded by practitioners is a central ethical concern.
- Relationships are at the center of ethical practice, including those between practitioners and users, donors, creators, vendors, colleagues, administrators, and other stakeholders. The RBMS commitment to diversity, equity, and inclusion manifests in ethical practice.
- Practitioners maintain a high standard of behavior due to the significant cultural and monetary value of the materials held in special collections libraries.
- This Code of Ethics consists of three parts: 1) Preamble, which provides an overview of ethical considerations for special collections practitioners as well as definitions; 2) Statement of Values, which describes ethical practice in domains of work important to practitioners; 3) Commentary, which elaborates on the Statement of Values.

## **Preamble**

Special collections practitioners share fundamental values with the entire library profession. They should be thoroughly familiar with the [ALA Code of Ethics](http://www.ala.org/tools/ethics)<sup>1</sup> and must adhere to the principles of fairness, freedom, professional excellence, and respect

---

<sup>1</sup> "ALA Code of Ethics," American Library Association, <http://www.ala.org/tools/ethics>.

for individual rights expressed therein.<sup>2</sup> Furthermore, practitioners have particular responsibilities and opportunities associated with caring for cultural property, preserving original artifacts, and supporting both community engagement and scholarship with primary research materials.

Relationships are at the center of ethical practice, including those between special collections practitioners and users, donors, creators, vendors, colleagues, administrators, and other stakeholders. Practitioners bear responsibility to all of these constituents, as well as to the general public and to the collections with which they work. RBMS “is committed to diversity in its membership, in rare books and special collections librarianship, and among users of rare books, manuscripts and special collections.”<sup>3</sup> As stewards of the cultural record, practitioners also bear a responsibility to represent historically underrepresented and marginalized voices, recognizing that diversity is complex and intersectional, and that silences, gaps, and poor description resulting from historical biases have the potential to do great harm. Practitioners should strive to maintain mutually responsible relationships with the individuals and communities that produce the books, manuscripts, and other materials that comprise collections.

Certain stresses arise from the fact that special collections often have great monetary as well as documentary and aesthetic value. Therefore, a number of considerations relating to security and access come into play; special collections practitioners must also exercise extreme caution in situations that have the potential for them to profit personally from institutional activities. Practitioners control or significantly influence selection, acquisition, organization, description, preservation, and access to information. Furthermore, whether during acquisition or ongoing maintenance of collection material, practitioners do not willfully alter, manipulate, or destroy data or records to conceal facts or distort evidence. Practitioners document any actions that may cause changes to materials or potentially compromise the materials’ authenticity. The highest

---

<sup>2</sup> In addition to the ALA Code of Ethics, special collections practitioners are encouraged to familiarize themselves with the Society of American Archivists’ Core Values Statement and Code of Conduct, and to consider how it also applies to their work. “SAA Core Values Statement and Code of Ethics,” Society of American Archivists,

<https://www2.archivists.org/statements/saa-core-values-statement-and-code-of-ethics>

<sup>3</sup> “Commitment to Equity, Diversity, and Inclusion,” Rare Books and Manuscripts Section of the Association of College and Research Libraries, <http://rbms.info/about/#diversity>.

standards of behavior are necessary to maintain public trust in the institution and in its staff.

At times, ethical values conflict with practical constraints. There are also circumstances in which one ethical value may be in tension with another. When this occurs, special collections practitioners must bring their experience and judgment to bear on each case in order to arrive at the best solution. Practitioners also have a responsibility to center ethical practice in decision-making, resisting pressure to sacrifice values for the sake of pragmatism whenever possible. Assessment and other tools designed to improve institutional performance should incorporate ethical values. Practitioners are encouraged to engage in ongoing professional development and discourse about professional ethics in cultural heritage work.

While special collections practitioners should strive to engage in ethical conduct at all times, they can only act from within their own sphere of influence. They are not responsible for institutional decisions that they cannot control; however they are encouraged to speak out about ethical concerns at their institutions whenever it is safe to do so. RBMS supports strong protections for practitioners to share their views about workplace ethics, including academic freedom. Practitioners distinguish between personal convictions and professional duties, and do not allow personal beliefs to interfere with fair representation of the aims of institutions or the provision of access to information resources.

**Definitions:**

*Special collections practitioner:* An employee of a special collections library or any library staff member whose duties involve work with special collections materials. The principles in this Code relate primarily to professional staff (typically librarians, curators, archivists, and conservators), but all library staff members --- including student workers, interns, and volunteers --- should be aware of the ethical values of the profession, and how these values manifest in practice. The abbreviated term “practitioner” is also used in this document.

*Special collections library:* A library, or an administrative unit (such as department) of a larger institution, devoted to collecting, organizing, preserving, and describing special collections materials and making them accessible. Such entities are also generally referred to as “the institution” in parts of this document.

*Special collections materials:* The entire range of textual, graphic, and artifactual primary source materials in both analog and digital formats, including printed books, ephemera, manuscripts, photographs, maps, artworks, audio-visual materials, archival materials, and other objects.

*Vendor:* An individual or institution that sells items or services to special collections libraries. The term “bookseller” is used in this document to specifically refer to antiquarian booksellers, while “vendor” incorporates booksellers as well as other types of service providers.

## **Statement of Values**

### **Collection Access and Accessibility**

Special collections practitioners demonstrate a proactive commitment to broad, equitable access to all materials under their stewardship, and constantly strive to improve collections access for all users.

### **Collection Description**

Materials description is a subjective activity, and what constitutes appropriate description of materials varies with context and time. Recognizing that ideal description conditions do not exist and description should be responsive to both the circumstances in which it occurs and the materials it exposes, special collections practitioners balance their resources and priorities with the descriptive requirements of the materials in their care.

### **Collection Development**

Special collections practitioners create publicly available and clear collection development policies that are sensitive to and begin to address historical gaps based on

intersections of identity. When making selection decisions, practitioners take into account the level of resources available to process, describe, preserve, maintain, and make materials available, as well as whether other institutions may be a better fit for a particular collection. Practitioners avoid conflicts of interest and the appearance thereof, both in their institutional role and in any personal collecting. Practitioners should attempt to return items in their collections to creators, previous owners, or their descendants if those items were obtained unethically in the past. Due to the variety of past collection development practices, practitioners should consider a policy regarding the return of collection items unethically obtained in the past.

### **Development and Donor Relations**

Special collections practitioners who interact with donors have a dual imperative: to develop and maintain responsible relationships with donors, and to ensure responsible custody of materials and financial gifts by balancing donors' interests with institutional goals, priorities, and capacities.

### **Labor Practices and Professional Culture**

Special collections practitioners encourage a diverse workforce by fostering inclusive workplace environments with regard to identity, culture, and professional background. Respect for the professional nature of the work should be apparent in recruitment, hiring, and professional development practices. Practitioners advocate for institutional support for necessary positions and for ongoing training for current practitioners. In recognition of the collaborative nature of their work, practitioners foster professional relationships internally and across institutions.

### **Outreach, Reference, Instruction, and Exhibitions**

Special collections practitioners work to forge connections between collections and as diverse a community of users as possible, striving to find points of relevance that foster engagement at a multitude of levels. Through outreach efforts, they promote exploration of the spectrum of cultures, voices, and experiences documented in collections, while striving to ensure that all potential researchers and partners are valued.

They also support dialogue regarding issues of silence and power within the historical records in their collections.

**Preservation and Security**

Special collections practitioners acknowledge the security and preservation of collections to be a fundamental responsibility of stewardship, though human lives should always be valued above the collections themselves. They promote and implement measures to safeguard materials and ensure future access through appropriate policies, environments, procedures, and intellectual control.

**Privacy and Confidentiality**

Special collections practitioners have a responsibility to ensure the privacy and confidentiality of users, donors, record creators, record subjects, and vendors. When working with potentially sensitive information within collections, practitioners prioritize access while recognizing the need to respect confidentiality of some materials, including the possible use of time-delimited restrictions. Practitioners are transparent with donors and users about the potential legal limitations of any confidentiality promises.

**Responsibility to Originators of Materials**

Special collections practitioners maintain clear, honest, and open communication with the creators of materials about the roles that institutions and practitioners have played in the past and continue to play as stewards of the cultural record. Practitioners provide respectful and equitable service to all content creators and those represented in materials, while balancing their needs and desires with those of users.

**Vendor Relations**

Special collections practitioners communicate institutional needs and expectations to vendors in a clear and timely fashion. They also strive for impartiality in vendor relationships and refrain from accepting substantial gifts, loans, entertainment, or personal discounts.

## **Commentary**

### **Collection Access and Accessibility**

Users access special collections materials in a variety of physical and digital environments, and special collections practitioners must be informed of the relevant professional and legal standards that govern accessibility in these environments. So as not to put the burden of inquiry on users, it is incumbent upon practitioners to actively advertise available adaptive technologies and physical accommodations. Online materials — including digital collections, online exhibitions, finding aids, registration, and other forms — should be ADA compliant at minimum, and digitization of materials should be undertaken with the relevant assistive technologies in mind. When assessing digital access and promotion efforts, practitioners consider how for-profit partnerships restrict equitable access, and they avoid monetizing cultural heritage.

Access policies that include accommodations for disabled users should be the norm. The accessibility of facilities, such as reading room and other public spaces, classrooms, and exhibition/event spaces, can be enhanced through the appropriate use of lighting, furniture, and signage. Renovations and building projects should actively incorporate universal design/accessibility principles.

### **Collection Description**

Special collections practitioners who provide descriptive access to their collections have the privilege and challenge of reflecting the nature and intellectual content of the materials in their care. All materials deserve careful and respectful description, especially collections that have been historically hidden or under-described, or that are produced by marginalized communities. While institutional priorities and resources greatly influence the level of description possible, practitioners strive to provide all collections with enough description to make the materials findable to users, while recognizing that not all materials require the same amount of description. Practitioners recognize that descriptive standards are the products of the social world in which they were created. Therefore, standards are not neutral, and practitioners should strive to foster responsive descriptive standards. Additionally, practitioners must consider their own perspectives and biases, and how these potentially affect their descriptive practice.

## **Collection Development**

Collection development does not happen in a vacuum. Special collections practitioners control or significantly influence selection, acquisition, organization, preservation, and access to information. Collection development policies clearly document collecting goals. When made public, they state institutional priorities to booksellers, potential donors, users, and other contributors to the collections. Strong policies based upon organizational guidelines and all applicable state and federal regulations lay out both what institutions do and do not collect, and the methods by which materials are typically acquired, based upon organizational guidelines and all applicable state and federal regulations. Practitioners should be aware of and respectful of other institutions doing complementary work and should acknowledge and support that work whenever possible. As appropriate, collection development policies and practices should address historical gaps based on race, gender, ethnicity, religion or creed, socioeconomic class, disability, and other intersections of identity. Indefinitely-retained documentation of gifts, accessions, and de-accessioning choices demonstrates that selections are made in accordance with previously written policies and practices.

Due to the potential conflict of interest, monetary appraisal of incoming materials by practitioners is strictly prohibited in accordance with IRS regulations. Similarly, practitioners must not recommend any materials for purchase in which they have any undisclosed personal financial interest. Additionally, practitioners conduct their personal collecting in a manner that avoids impropriety or the appearance thereof. Personal collecting can add to a practitioner's understanding of a collecting area and of the special collections materials marketplace. While it should not be discouraged, practitioners should disclose such activity to their employer, especially when their collecting area coincides with that of the institution. When such coincidence occurs, the practitioners must not compete with the institution, must not build their own collection at the expense of the institution's, and must be diligent in distinguishing items acquired for the institution from items acquired for themselves.

Practitioners are encouraged to participate in and even initiate replevin processes when

it is determined that collection materials have been acquired unethically in the past. Depending on the circumstances, materials in such cases may be returned to the materials' creator, previous owners, or their descendants. A written policy regarding this matter is recommended.

### **Development and Donor Relations**

Both materials and financial donors and special collections practitioners benefit from early and ongoing efforts to communicate honestly, thoughtfully, and clearly about each party's respective roles and responsibilities. This communication includes clarifying expectations by and for donors, and creating agreements that address institutional capacities and commitment to equitable access, copyright laws, and future uses of donations. Additionally, practitioners collaborate and communicate with development colleagues to maintain a shared understanding of how to pursue and develop donor relationships.

Special collections practitioners ensure responsible custody by being mindful of the institution's larger policies and missions; balancing donors' desires for gift restrictions with a professional commitment to equitable access; and having a clear concept of the institution's collection development philosophy, resources, and other priorities when considering the impact of a potential gift.

### **Labor Practices and Professional Culture**

Special collections practitioners recognize the problems that explicit and implicit bias create in both hiring and retaining a diverse workforce. Practitioners work to recruit and retain a diverse and representative staff through equitable and ethical hiring, labor, and promotion practices, and to promote and implement policies that result in equitable pay for all workers, regardless of gender, sexual orientation, religion or creed, disability, race, or ethnicity. They actively strive to dismantle systems of oppression in institutional and professional spaces, while being open to difficult and uncomfortable conversations on a personal and systemic level.

Special collections practitioners recognize and value the plurality of professional backgrounds that can lead to a career in special collections. Practitioners also promote paid pathways into the profession for interns and student assistants in recognition of their contributions as well as the importance of providing entry points to all qualified and interested candidates, not only those who are able to take unpaid internships and volunteer positions. Across the board, practitioners should strive to offer guidance and mentorship to students and new professionals entering the field. They acknowledge the importance of employing practitioners from underserved communities, especially when institutions hold collections from these communities. It is best practice to avoid and minimize labor practices that lead to precarity for workers, such as the use of recurring term positions to carry out ongoing, professional work.

### **Outreach, Reference, Instruction, and Exhibitions**

Outreach encompasses formal and informal instruction, individual reference support, online social media content, exhibits and other programs. These activities focus on building relationships and articulating the value of collection materials to a variety of user communities. Special collections practitioners carefully consider the communities they serve and the language they use to promote collections under their care in order to provide equitable treatment and representation for all users while allowing and encouraging them to tell their stories using the collection material.

### **Preservation and Security**

Institutions should provide users with the highest level of access consistent with preservation and security of the materials in question; special collections practitioners perform a complex balancing act between preserving collections and encouraging their use. Institutions should follow standard best practices for the preservation of physical and digital materials.<sup>4</sup> The [ACRL/RBMS Guidelines Regarding Security and Theft in Special Collections](#) provide a template for the protection of collections.<sup>5</sup>

---

<sup>4</sup> Among others, the National Digital Stewardship Alliance, the Northeast Document Conservation Center, and LYRASIS offer training and guidelines in best practices.

<sup>5</sup> “ACRL/RBMS Guidelines Regarding Security and Theft in Special Collections,” Association of College and Research Libraries, [http://www.ala.org/acrl/standards/security\\_theft](http://www.ala.org/acrl/standards/security_theft). These guidelines are a “gold standard” that institutions should strive to attain. They are not considered minimum best practice.

Special collections practitioners maintain current disaster preparedness and recovery policies and procedures. Planning for the long-term care of special collections materials requires practitioners to consider the sustainability of collections, along with an awareness of the potential impact of climate change and other environmental risks. In addition to considering the stability of collection mediums and format-specific needs, practitioners should recognize that maintaining appropriate building temperature and humidity in the longterm is a significant source of energy consumption. To the extent possible, practitioners minimize the negative environmental impact of preservation and other practices.

### **Privacy and Confidentiality**

Privacy is regulated by laws at the federal, state, and local levels. Special collections practitioners have a duty to conform to state and federal laws, as well as to laws governing privacy of individuals, while complying with the user record retention schedule of their institution. They respect the users' rights to privacy by maintaining confidentiality regarding their research and protecting any personal information that the institution gathers.

Similarly, when appropriate, special collections practitioners safeguard the privacy of content creators and vendors. Vendors or creators may determine, in tandem with practitioners, whether to share acquisition information specific to the source of the collection. Practitioners also consider the public good whenever making contractual agreements about the confidentiality or accessibility of information, such as contract provisions regarding limitations on communication about purchases.

Many special collections materials were not created with unrestricted public access in mind or contain collection contents that are sensitive to individuals, organizations, and/or record creators. Embargoes on access are discouraged because restrictions reduce or prevent use of the materials, and permanent restrictions should be applied only in extraordinary circumstances. Special collections practitioners have a responsibility to ensure that any restricted confidential or sensitive material follows reasonable time frames for access that respect concerns based on living donors or materials from third-party individuals within the collection. Similar guidelines might apply to the

records of organizations or corporations which include trade secrets, patents or other regulatory information. Practitioners also promote the respectful use of culturally sensitive materials by encouraging communication with communities of origin.<sup>6</sup>

### **Responsibility to Originators of Materials**

Special collections practitioners show respect and equitable treatment of all collections and their creators in all matters of policy, promotion, and access, regardless of whether the communities represented are content creators or have a direct relationship with the special collections library. Clear and honest communication with content creators is crucial to establishing respectful relationships and maintaining responsible custody of collections. This communication includes, but is not limited to, discussion about donation/sale agreements, timelines for providing description and access, potential conservation or digitization, and the future or ongoing role of content creator(s) in relation to the collection(s) and institution. Institutions strive to provide appropriate contextual information when promoting materials.

When approaching or working with community-based archives and special collections, additional considerations come into play. These collections are best described as “independent grassroots efforts emerging from within communities to collect, preserve, and make accessible records documenting their own histories outside of mainstream archival institutions. These community-based archives serve as an alternative venue for communities to make collective decisions about what is of enduring value to them, to shape collective memory of their own pasts, and to control the means through which stories about their past are constructed.”<sup>7</sup>

Special collections practitioners must consider how best to respectfully support the needs and mission of community archives and their collections. Rather than immediately encouraging physical donation and transfer of curatorial responsibility to

---

<sup>6</sup> In institutions that hold materials of Native American origin, practitioners should specifically consult the Protocols for Native American Archival Materials. “Protocols for Native American Archival Materials,” Northern Arizona University, <http://www2.nau.edu/libnap-p/index.html>.

<sup>7</sup> Caswell, Michelle. “SAADA and the Community-Based Archives Model: What Is a Community-Based Archives Anyway?” South Asian American Digital Archive (SAADA), April 18, 2012, <https://www.saada.org/tides/article/20120418-704>.

an institution, practitioners should consider whether it would be more appropriate to recommend stewardship resources available via professional archival organizations. In some cases, it may also be appropriate for an institution to offer expertise or resources directly.

### **Vendor Relations**

Maintaining relationships between vendors and institutions requires clear, direct, and timely communication addressing the expectations, practices, and schedules of both parties, especially with regard to timelines, payment schedules, visit protocols, acquisitions, and auction-bidding. Additionally, transparency in communication and documentation should be pursued as much as possible when selecting and working with vendors of supplies and services (e.g. digitization).

All acquisitions decisions must be based on the professional judgment of the special collections practitioner, with due consideration given to the objectives and policies of the institution. While close relationships between practitioners, booksellers, and collectors are desirable, it is imperative that conflicts of interest do not arise. Conflicts clearly result when practitioners accept substantial gifts, loans, entertainment, or personal discounts from vendors or donors. The issue of whether any of these offerings should be accepted from these sources is contentious, and so practitioners must make a judgment in each case as to whether the appearance of improper influence might result. Institutional policies regarding the acceptance of gifts or entertainment must also be observed. Practitioners should consider salaries and benefits provided by their institution to be the sole and complete remuneration for the performance of their special collections duties.

**This page included to accommodate double-sided printing.**

# Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

---

(To Accompany All New and Revised ACRL Standards, Guidelines, and Frameworks)

Title of Standard, Guideline, or Framework:

**ACRL Code of Ethics for Special Collections Librarians**

---

Section or Committee Submitting:

**RBMS Task Force to Revise the ACRL Code of Ethics for Special Collections Librarians**

---

Submitting Section or Committee Chairperson:

**Melissa Hubbard and Sarah Schmidt**

---

Date of Previous Version:

**October 2003**

---

Means used to solicit comment on earlier drafts of the new/revised Standard, Guideline, or Framework:

☐

Published in *C&RL News* (date) \_\_\_\_\_

☒

Disseminated on email distribution lists (listservs): (give list names and dates):

**RBMS-L: Drafts distributed on June 12, 2018, January 20, 2019, and June 14, 2019**

---

**RBMS Executive Committee List: Draft distributed and then approved in subsequent open meeting at ALA Midwinter on December 24, 2019**

---

☐

Published in Section newsletter (date) \_\_\_\_\_

☐

Public hearing held **[optional]** (date) \_\_\_\_\_

☐

Letters to "experts" requesting comments: (list names and dates):

---

---

---

☒

Other professional associations consulted (e.g., Society of American Archivists):

**Although we did not have a formal relationship with the Society of American Archivists, several SAA members were on the task force.**

---

---

---

☐

Other (please list):

---

---

---

Date Approved by Section executive committee (if applicable) January 27, 2020

Date Approved by Standards Committee \_\_\_\_\_

Date Approved by ACRL Board \_\_\_\_\_

Where and on whose responsibility should this (Standard, Guideline, or Framework) be published or otherwise disseminated?

It should be published on rbms.org, replacing the existing Code of Ethics on that site

*C&RL News* by \_\_\_\_\_

Other (please list)

---

---

---

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



## **Board of Directors Action Form**

To: ACRL Board of Directors

Subject: Merger of Global Library Services DG into International Perspectives DG

Submitted by: John Hickok and Holly Hubenschmidt, Co-conveners, Global Library Services DG  
(in tandem with Raymond Pun, Convener, International Perspectives DG)

Date submitted: June 11, 2020

### **Background**

Members of the Global Library Services Discussion Group (GLS DG) have met and endorsed the idea of merging with the International Perspectives Discussion Group (IP DG). The GLS DG is a relatively new group (only 2 years old) and has fulfilled a niche need among global librarians. However, due to: (a) a small membership in the group; (b) no volunteers for a new convener/co-conveners (John Hickok & Holly Hubenschmidt, the current co-conveners, are ending their term this month); and (c) difficulty sustaining the group's mission in the upcoming year of global retraction (COVID-19), the group anticipated going dormant. But when the idea of merging with the IP DG was proposed, it received endorsement by all GLS DG members.

Folding GLS DG members into the IP DG (essentially dissolving the GLS DG) will be a good match, as the two groups have overlapping similarities. The original founders of the GLS DG also endorse this merger. The current convener of the IP DG, Raymond Pun, also endorses this merger. Ray is completing his term as convener of IP DG, and no IP DG members have volunteered as the next convener. John Hickok has volunteered for this, which would make a smooth transition of the merger, and ensure GLS DG topics continue to be reflected in the IP DG. Both discussion groups, therefore, request ACRL's approval of this merger.

### **Stakeholders**

All members of the Global Library Services DG, including the original founders, have been consulted, and all endorse this idea.

### **Fiscal and Staffing Impact**

None

### **Action Recommended**

That the ACRL Board of Directors approves the merger of the Global Library Services DG into the International Perspectives DG (essentially, the dissolution of the GLS DG)

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

## 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.

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



## **Board of Directors Action Form**

To: ACRL Board of Directors

Subject: Renewal for Interest Group for Academic Library Services for Graduate Students

Submitted by: Mark Lenker, Convener, Interest Group for Academic Library Services for Graduate Students

Date submitted: June 15, 2020

### **Background**

The Interest Group for Academic Library Services for Graduate Students boasts 1,064 members. The Interest Group has been quite active in its first term, providing a forum for lightning talk presentations at ALA's Annual Conference and Midwinter Meeting and running "Listen and Discuss" webcasts in the spring and fall. Our most recent webcast was a panel on supporting graduate students online, and we are in the beginning phases of planning a fall program on needs assessment for graduate student populations. Programs for past lightning talks and recordings for our webcasts are available at the group's ACRL LibGuide: <https://acrl.libguides.com/als4gsig>

We regularly hear from members who are interested in getting more involved with the interest group in ways other than being a convener or a presenter. In order to create more opportunities for involvement and to take our work in a new direction, we are creating a new working group for identifying and promoting notable works related to library services for graduate students. We have a task force that is currently developing guidelines and procedures for the working group, with a view to collecting nominations over the next academic year and posting the first group of notable works in spring of 2021.

### **Stakeholders**

The Interest Group's officers agree that we should pursue renewing the Interest Group for another term.

### **Fiscal and Staffing Impact**

We plan to continue to work with the resources that ACRL currently provides: collaboration with ACRL staff, ACRL LibGuides, we-conferencing hosting, and ALA Connect.

### **Action Recommended**

That the ACRL Board of Directors approves renewing the Interest Group for Academic Library Services for Graduate Students for another term.

### **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.

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



## Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

### I. NAME

Current Name of Interest Group: Academic Library Services for Graduate Students Interest Group

Proposed Name (if requesting a change):

### II. DATE ESTABLISHED: 2017

### III. LEADERSHIP

#### ***Current Convener:***

Name: Mark Lenker

Institution: University of Nevada, Las Vegas

Email Address: [mark.lenker@unlv.edu](mailto:mark.lenker@unlv.edu)

#### ***Incoming Convener:***

Name: Geoff Johnson

Institution: Auraria Library, University of Colorado, Denver

Email Address: [GEOFF.JOHNSON@UCDENVER.EDU](mailto:GEOFF.JOHNSON@UCDENVER.EDU)

### IV. Please state the Interest Group's original charge.

To provide a forum and foster support for the exploration and implementation of academic library services for graduate students, including instruction, outreach, reference, collections, and programming. To sponsor discussions or programs that share how libraries are working to meet the needs of graduate students. To inform and educate librarians on graduate student education trends. To collaborate with other organizations within the library profession and academe on issues concerning graduate students.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

No modifications required.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

ACRL does have other units that address instruction, marketing, and assessment, as well as library support for specific subject areas, but there is no other unit that focuses on the needs of graduate students. In many ways, the needs of graduate students are distinct from those of undergraduates and faculty, and our Interest Group provides a much-needed forum for discussing how to serve graduate students better. And it appears that ACRL members feel that it makes sense to look to the Interest Group for new ideas: at the time of this writing, the Interest Group has over 1000 members, and our webcasts regularly draw approximately 60 to 80 viewers, plus those who view the recorded versions of our programs.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The Interest Group for Academic Library Services for Graduate Students employs three strategies for engaging ACRL members. First, we regularly host forums at ALA's Annual Conference and Midwinter Meeting where members gather to hear approximately four lightning talks on ideas for serving graduate students. We will host these lightning talks online later this summer to complement ALA's online conference this year. (See our LibGuide for abstracts from past programs: (<https://acrl.libguides.com/als4gsig>)). Second, for the past two years, we have been running fall and spring "Listen and Discuss" webcasts on topics related to library services for graduate students. Recorded versions are also on our LibGuide. Third, and new this year, we are developing a working group to identify and promote notable works related to library services for graduate students.

☒ Current governance procedures attached.

**ACRL Academic Library Services for Graduate Students Interest Group Governance  
Procedures**

**1. Name**

ACRL Academic Library Services for Graduate Students Interest Group (ALSGS IG)

**2. Charge**

To provide a forum and foster support for the exploration and implementation of academic library services for graduate students, including instruction, outreach, reference, collections, and programming. To sponsor discussions or programs that share how libraries are working to meet the needs of graduate students. To inform and educate librarians on graduate student education trends. To collaborate with other organizations within the library profession and academe on issues concerning graduate students.

**3. Membership**

Any member of the Association of College and Research Libraries may elect membership in the Academic Library Services for Graduate Students Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

**4. Governance**

Sec. 1. Officers. The officers of this interest group shall be a convener, an incoming convener, and a past convener.

Sec 2. Terms of Office. The convener shall serve for one year. The incoming convener shall serve for one year as vice-convener; at its expiration, or upon the occurrence of a vacancy, the vice-convener shall become convener. The past convener shall serve for one year.

Sec.3. Filling Offices. The officers are determined by soliciting volunteers via the interest group listserv. Should there be multiple volunteers for the incoming convener position, the convener and the past convener will discuss the credentials and interests of the volunteers and select an incoming convener.

Sec. 4. Agendas and Minutes. All meeting agendas and minutes shall be posted to the [ALSGS IG ALA Connect Page](#).

## **5. Working Groups**

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two year term.

Sec. 4. All working group members must be current ALSGS IG members for the duration of their appointment.

Sec. 5. All working groups are required to report on their work. Minutes shall be taken and posted after any meeting on the ALSGS IG ALA Connect Page. Each group shall have a report of their work prepared at regular intervals as specified by the convener.

## **6. Interest Group Renewal or Termination**

Sec. 1. Review. ALSGS IG officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

Last Update – November 8, 2019 by Hannah Gascho Rempel (Past Convener), Mark Lenker (Convener), Geoff Johnson (Incoming Convener)



# Plan for Excellence

## Association of College & Research Libraries

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

*Reaffirmed September 2013. Revised November 2019.*

## 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.

50 E. Huron St., Chicago, IL 60611  
800-545-2433, ext. 2523  
acrl@ala.org | www.acrl.org

## 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.





## Division-level Committee Year-end Report and Work Plan Template

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, and staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

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

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
<b>Chair:</b>	Yasmeen Shorish
<b>Vice-Chair:</b>	Nathan Hall
<b>Board liaison:</b>	Beth McNeil
<b>Staff liaison:</b>	Kara Malenfant
<b>Other leaders:</b>	Past-chair: Patricia Hswe

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
<b>Chair:</b>	Nathan Hall
<b>Vice-Chair:</b>	Charlotte Roh
<b>Board liaison:</b>	Cinthyia Ippoliti
<b>Staff liaison:</b>	Kara Malenfant
<b>Other leaders:</b>	Yasmeen Shorish

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Yasmeen Shorish	<b>Date:</b>	July 15, 2019
<b>Work plan submitted by:</b>	Nathan Hall	<b>Date:</b>	August 9, 2019

## 2018–19 Year-end Report

This report will be included in the committee's official record of activities maintained by the ACRL staff. Brief bulleted lists are suggested for the responses.

### 1. What were the major projects/activities accomplished by your committee in the 2018–19 membership year (July 1, 2018 to June 30, 2019)?

- Production of the scholarly communication research agenda
- Promotion of the research agenda
- Produced research grant criteria
- Revised the Open Access Statement
- Creation of the Data Privacy Primer
- Worked with Emerging Leaders
- Selected OpenCon scholars
- Revised the ReSEC/scholarly communication website
- ACRL/SPARC Forums

### 2. What were the relevant results for your projects?

A comprehensive scholarly communication research agenda was released in June. It is expected that the research grants will be one metric to gauge uptake of the agenda.

Two OpenCon scholars wrote a reflection for C&RL News column and joined the committee at the conclusion of 2019 Annual.

The Emerging Leaders team produced a guide for engaging with the research agenda.

The Data Privacy Primer has been downloaded from LISSA 460 times (as of 7/15/19).

### 3. Which if any 2018–19 projects will continue next year?

- Research grant selection
- OpenCon scholarships
- Relations subcommittee
- ACRL/SPARC Forums
- "Scholarly Communication" column in C&RL News
- Roadshow oversight

### 4. What worked well?

- Communication with Kara and Erin - which was critical for the research agenda - was a dream. These two professionals truly made the work of the committee as productive as possible and I am exceedingly grateful to them.
- The C&RL News column and the SPARC Forums continue to be high caliber and engaging programs.

### 5. What could have worked better?

- The research agenda occupied such an intense amount of effort that it sometimes felt like our other projects were orphaned. In hindsight, I wonder if we could have paused some efforts and brought more people into the agenda review at various times - in a controlled and intentional way - to help make the effort more equitable across the committee.
- We still are ironing out some communication preferences between roadshow leaders and ACRL. I suspect this will be an ongoing effort, but it is vitally important that ACRL coordinate and support

**6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?**

- The research agenda is grounded in equity and inclusion and all the work we have done related to it has carried forward that framing.
- We charged the Emerging Leaders project team to design for institutions not typically represented in the scholarly communication research landscape.
- We made requests for committee appointments with an eye towards institutional and experience diversity.

**7. Was there information you could have been provided before starting this project that would have made your work easier?**

In general, more transparency about the work required and expectations before coming into a leadership position. Maybe an ACRL Insider series of blog posts about ACRL governance? I know it sounds dry, but done well it could really help members feel more enfranchised in the Association. In ReSEC, we've created documentation in ALA Connect and brought forward planning documents, like the work plan, to the committee to help all members feel more connect to the process and to make it more transparent. Given the high output of work from this committee, this will take intentional upkeep.

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

A few things, but the people on the committee who do exceptional work are the most important part. Being able to do work with the research agenda, which has the potential to be truly transformative, feels very satisfying. Seeing the committee bring forward new ideas and processes that make things more efficient and also more inclusive is very rewarding.

**9. Any other comments, recommendations, or suggestions?**

It was fantastic to see the Board take up a recommendation Patricia Hswe made on her year-end report, which was to have more input into the Appointments process. That said, it would help to know the motivations for new members volunteering for ReSEC – i.e., apart from the members that the chair recommends to the Appointments Committee. If we knew the reasons why new members join, then we may be able to engage them in an informed way about volunteer opportunities. It could help make committee work more efficient, too.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	Research Grant Selection
<b>Brief Description:</b>	A sub-committee, led by MD Galvin, will review project proposals for the ACRL Scholarly Communications Research Grants.

Activity #1 Timeline
<b>How long will this project take?</b>
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<u>ACRL Plan for Excellence</u>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
This project increases capacity through direct funding to support members and their partners with researching and implementing programs in any of the areas listed in the objective, or in the Research Agenda. Call for proposals here: <a href="http://www.ala.org/acrl/awards/researchawards/scholcommgrants">http://www.ala.org/acrl/awards/researchawards/scholcommgrants</a> .

Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
draft call for proposals	May/June 2019	Research Agenda Subcommittee	
publish call for proposals	June 2019	ACRL liaison	Insider, Twitter
Webinar for potential applicants	mid-September 2019	ReSEC leadership, and sbcmte chair	acrl libcal
Application deadline	September 30, 2019		
Application review	October 2019	MD Galvin and grant review subcmte	
Award notifications	November 28, 2019	ReSEC leadership	
Grant dispersal	1 month after awardee	ACRL liaison	

Activity #1 Assessment
How will success be measured?
Quality and size of applicant pool. The Grant Review Subcommittee will provide additional feedback about what worked and what could have been better to ReSEC Leadership in order to ensure better experience for future rounds of awards.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	OpenCon Scholarships
<b>Brief Description:</b>	Select and support the travel of two scholarship recipients to attend OpenCon, an annual conference focused on advancing Open Access, Open Education, and Open Data. This activity is repeated from last year, based on its success.

Activity #2 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
Attendance at OpenCon allows students and early career professionals to develop the critical skills necessary to catalyze action toward a more open system for sharing the world's information, and scholarship recipients' service on ReSEC provides an immediate opportunity for the attendees to build on what they learned to benefit libraries and the broader scholarly communication landscape.

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
OpenCon Scholarship announcement	June/July	Tatiana	Press release and dissemination
Form subcommittee to review applications	June/July	Tatiana and ReSEC leadership	
subcmte reviews/ selects applicants		OpenCon Scholarship subcmte	
ReSEC Chair confirms awardee interest	September	Nathan Hall	
ACRL funds awardee travel to OpenCon	November	Kara Malenfant	ReSEC operating budget
awardees submit reflection essay	December	awardees	publication in C&RL News column
review process for improvements	Midwinter 2020	Subcmte, with input from OpenCon orgnzrs	
feedback & implement improvements	March 2020	ReSEC Committee	
Repeat process		ReSEC Committee	ongoing ACRL support for budget item

Activity #2 Assessment
How will success be measured?
The project will be evaluated on an ongoing basis based on feedback from scholarship recipients and the subcommittee.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
<b>Activity Name:</b>	Relations Subcommittee
<b>Brief Description:</b>	In light of the increasing practice of vendors to contact and consult with university administration, thus usurping the role of academic libraries, this subcommittee is exploring what librarians and libraries should do to counteract such go-arounds. The subcommittee is working toward defining a framework for the purpose of relationship understanding and building, internally (on campuses) and externally (with stakeholders).

Activity #3 Timeline
<b>How long will this project take?</b>
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input type="checkbox"/> <b>Research and Scholarly Environment</b> 3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
The framework, or set of effective practices, should help guide the ACRL community in developing and maintaining more productive relationships with their internal and external constituents, done most productively with an increased capacity to address issues related to scholarly communication.

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Draft problem statement and charge	1/15/2018	Complete	Complete
ReSEC discusses at Midwinter 2018, as	2/11/2018	Complete	Complete
Subcmte drafts framework	ongoing	Mel DeSart	
Subcmte updates ReSEC on progress via a short report	6/1/2018 - 6/15/2018	Complete	
ReSEC discusses at Annual 2018	6/24/2018	Complete	
Subcomte gathers data	ongoing	Mel DeSart	Survey tool
Subcomte amends framework	ongoing	Mel DeSart	
Subcmte reports on progress	Fall 2019	Mel DeSart	
Subcmte submits report	12/1/2019	Mel DeSart	
ReSEC discusses final report and informs ACRL leadership	Midwinter 2020	Nathan Hall	

Activity #3 Assessment
<b>How will success be measured?</b>
<p>This project was intended to be complete in the previous year, but there was not enough data to be useful. The subcommittee surmised that the open-ended nature of the data collection method may have been off-putting for participants, and they have decided to try again with short survey responses instead this year. Reporting back to the membership will continue to be crucial, through the scholcomm listserv, and potentially through the ACRL/SPARC Forum, or the Scholarly Communications Discussion Group</p>

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4	
<b>Activity Name:</b>	ACRL/SPARC Forums
<b>Brief Description:</b>	Collaboration between ReSEC and SPARC to host joint program at ALA Annual and at ALA Midwinter. Typically, the coordinators for the Scholarly Communication DG have central roles in determining a topic for the Forum and a line-up of guest speakers, and otherwise planning the Forum with SPARC

Activity #4 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
This forum provides attendees with a venue for interacting with invited experts to discuss topical and contemporary issues of vital importance to the scholarly communication, publishing, and open knowledge landscape.

Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Identify topic and speakers for MW	August	ScholComm DG leaders & SPARC	
Schedule venue	August	ScholComm DG & ACRL Liaison	ALA conference scheduling team
Confirm Speakers	November	ScholComm DG leaders & SPARC	
Advertise event	December	ACRL liaison & ACRL marketing	ACRL Twitter and Insider
Host, assess, and report event	Midwinter conference	ScholComm DG	
Identify topic and speakers for Annual	February	ScholComm DG leaders & SPARC	
Schedule venue	February	ScholComm DG & ACRL Liaison	ALA conference scheduling team
Confirm Speakers	April	ScholComm DG leaders & SPARC	
Advertise event	May	ACRL liaison & ACRL marketing	ACRL Twitter and Insider
Host, assess, and report event	Annual conference	ScholComm DG	

Activity #4 Assessment
How will success be measured?
Number of attendees, social media buzz (before and after), intensity of constructive discussion.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #5	
<b>Activity Name:</b>	“Scholarly Communications” column in C&RL News
<b>Brief Description:</b>	Two co-editors work together to solicit and review column drafts for publication in C&RL News

Activity #5 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #5 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
solicit calls for articles	Ongoing	Column co-editors	support from C&RL News editor
work with authors to edit manuscripts	Ongoing	Column co-editors	
maintain publication schedule	Ongoing	Column co-editors	support from C&RL News editor

Activity #5 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #6	
<b>Activity Name:</b>	Roadshow oversight
<b>Brief Description:</b>	Day-long workshops engage participants to learn new skills and strengthen existing competencies in Scholarly Communications and in Research Data Management, respectively.

Activity #6 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
Roadshows provide professional development to member organizations and institutions

Activity #6 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Replace scholcomm coordinator	July, 2019	ACRL Board	
Support scholcomm coordinator	ongoing	ReSEC Leadership	ongoing ACRL support for budget line
support RDM coordinator	ongoing	ReSEC Leadership	ongoing ACRL support for budget line
Propose budget line for subsidized RDM roadshow	Fall, 2019	ReSEC Chair	Confer with ACRL Liaison and RDM coordinator

Activity #6 Assessment
How will success be measured?
Through number of applications to host subsidized roadshows, number of roadshows scheduled, number of roadshows completed, participant feedback (collected by roadshow coordinators)

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #7	
<b>Activity Name:</b>	Scholarly Communications Toolkit
<b>Brief Description:</b>	This seminal toolkit was created to help librarians integrate scholarly communication perspectives into library operations and programs as well as to prepare presentations on the surrounding issues. <a href="http://acrl.libguides.com/scholcomm/toolkit/">http://acrl.libguides.com/scholcomm/toolkit/</a>

Activity #7 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<u><a href="#">ACRL Plan for Excellence</a></u>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> <b>New Roles and Changing Landscapes</b> Select from drop-down.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
The toolkit provides its users with a basic understanding of scholarly communication issues in the context of their impact on libraries. For every issue covered, users will find a brief introduction along with links to additional resources that have been curated and reviewed for relevancy, currency, and accuracy. Users will also find various tools, presentations, handouts and other takeaways that they can utilize as they develop their own local resources.

Activity #7 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Finish staffing new Toolkit Subcommittee	August, 2019	ReSEC chair	
Review Toolkit for currency/relevance	ongoing	Toolkit Subcommittee	Edit access to ACRL LibGuide
Provide SC resources in multiple formats	ongoing	Toolkit Subcommittee	Edit access to ACRL LibGuide

Activity #7 Assessment
How will success be measured?
Toolkit usage statistics and user feedback

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #8	
<b>Activity Name:</b>	Emerging Leaders project: Roadshow targeted marketing project
<b>Brief Description:</b>	Emerging Leaders project to propose additional marketing strategies in support of ACRL Marketing team with targeted outreach venues aligned with each roadshow focus area.

Activity #8 Timeline
<b>How long will this project take?</b>
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

<u>ACRL Plan for Excellence</u>
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input checked="" type="checkbox"/> <b>Value of Academic Libraries</b> 3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libra
<input checked="" type="checkbox"/> <b>Student Learning</b> 1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
<input checked="" type="checkbox"/> <b>Research and Scholarly Environment</b> 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input checked="" type="checkbox"/> <b>New Roles and Changing Landscapes</b> 2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve i
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
This project is intended to develop a strategy to make the Roadshows more effective through targeted outreach aligned with each ACRL Roadshow, to enhance ACRL's current marketing efforts through the addition of new channels that align with each respective Roadshow for disseminating Roadshow marketing

Activity #8 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Submit project proposal	10/1/2019	EL Host and Sponsor (maybe Hall & Goben)	
Meet EL Group at MW	January 2020	EL Host, Sponsor, and ACRL liaison	
Schedule meetings with EL Group	Spring 2020	EL Host	
Announce intention to sponsor EL for 2021	May 2020	ReSEC Chair and Vice Chair	ongoing support for budget line
Meet EL Group at Annual	Annual 2020	EL Host, Sponsor, and ACRL liaison	
Attend EL Poster session	Annual 2020	EL Host and Sponsor	

Activity #8 Assessment
How will success be measured?
Through implementation of marketing strategy by ACRL Marketing and by Roadshow Oversight Committees, and by change in number of Roadshow requests.

**This page included to accommodate double sided printing.**



## Division-level Committee Year-end Report and Work Plan Template

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, and staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

Committee Name & Charge	
Committee Name:	
Charge/Tasks:	

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
Chair:	
Vice-Chair:	
Board liaison:	
Staff liaison:	
Other leaders:	

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
Chair:	
Vice-Chair:	
Board liaison:	
Staff liaison:	
Other leaders:	

Report & Work Plan Submission			
Year-end report written by:		Date:	
Work plan submitted by:		Date:	

**2018–19 Year-end Report**

This report will be included in the committee's official record of activities maintained by the ACRL staff. Brief bulleted lists are suggested for the responses.

**1. What were the major projects/activities accomplished by your committee in the 2018–19 membership year (July 1, 2018 to June 30, 2019)?**

**2. What were the relevant results for your projects?**

**3. Which if any 2018–19 projects will continue next year?**

**4. What worked well?**

**5. What could have worked better?**

**6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?**

**7. Was there information you could have been provided before starting this project that would have made your work easier?**

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

**9. Any other comments, recommendations, or suggestions?**

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #1 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #1 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #2 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #2 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #3 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #3 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #4 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #4 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #5	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #5 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #5 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #5 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #6	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #6 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #6 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #6 Assessment
How will success be measured?

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #7	
<b>Activity Name:</b>	
<b>Brief Description:</b>	

Activity #7 Timeline
<b>How long will this project take?</b>
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2020. Expected completion date:

<a href="#">ACRL Plan for Excellence</a>
<b>Check one box below. If applicable, select objective from drop-down.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes
Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

Activity #7 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #7 Assessment
How will success be measured?

**This page included to accommodate double sided printing.**



## Division-level Committee Year-end Report and Work Plan Template

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

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

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
Chair:	Elizabeth Galoozis
Vice-Chair:	Nicole Brown
Board liaison:	Caroline Fuchs
Staff liaison:	Mary Jane Petrowski
Other leaders:	

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
Chair:	Nicole Brown
Vice-Chair:	Alex Hodges
Board liaison:	Caroline Fuchs
Staff liaison:	Mary Jane Petrowski
Other leaders:	

Report & Work Plan Submission			
Year-end report written by:	Elizabeth Galoozis and Nicole Brown	Date:	7/16/19
Work plan submitted by:	Elizabeth Galoozis and Nicole Brown	Date:	7/16/19

# Year-End Report 2018-2019

## STUDENT LEARNING & INFORMATION LITERACY COMMITTEE

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect. The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, and staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

### [ALA Annual Project Team Update](#)

#### 1. What were the major projects/activities accomplished by your committee in the 2018–19 membership year (July 1, 2018 to June 30, 2019)?

*A brief list is suggested here.*

Our primary accomplishment this year was to revise SLILC's goal to align with ACRL's core commitment to equity, diversity, and inclusion. Our goal is to: "Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning."

The following projects represent work toward both the previous and current goals; project teams also worked to realign to the goal throughout the year.

#### Activities/ Project Teams:

- Professional Development
- Curricular Design and Sustainability
- Conference Planning
- Framework Resources
- Assessment
- Strategic Partnerships
- Discoverability of Committee Resources

#### 2. What were the relevant results for your projects?

*A brief list is suggested that includes assessment as appropriate (correspond to list above). Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)*

##### Professional Development:

- Offered a webinar "[The Failure of Skepticism: Rethinking Information Literacy and Political Polarization in a Post-Truth Era](#)" (Feb. 15, 2019), which drew 165+ unique logins (many group logins were noted).
- Held conversations with ACRL *Immersion* to discuss information literacy instruction professional development partnerships.

##### Curricular Design and Sustainability

- Compiled citations for an [annotated bibliography](#) on curriculum mapping and sustainable curricular integration of information literacy, with an emphasis on equity, diversity, and inclusion.

##### Conference Planning

- Designed 4 programs: 2 for Midwinter; 2 for Annual that aligned with SLILC goal and addressed current concerns and needs for inclusive and equitable environments:

- Midwinter:
- Midwinter:
- Annual: Framework Professional Development: “Learning Analytics and Libraries: Reports from the Field”
- Annual: SLILC Discussion Forum: “Deficit or Equity: Decoding Implicit Thinking and Practice in Information Literacy Teaching and Learning”

#### Framework Resources

- Sandbox: Developed the charge and outline of work for the new Instruction Section Framework for Information Literacy Sandbox Committee, which will create the infrastructure needed for the Sandbox resource to thrive.
- “Perspectives on the Framework” C&RL News Column: Edited six articles, issued a Call for Proposals for next academic year, vetted 34 proposals, and lined up column author commitments for next academic year. The articles selected for AY19-20 all directly address the SLILC Goal.
- Toolkit & ACRLFRAME Discussion List: Reviewed the Framework Toolkit and made recommendations. Moderated ACRLFRAME Discussion List and assessed usage: 2152 subscribers; 338 posts.

#### Assessment

- Created [Zotero bibliography](#) that provide DEI-friendly approaches to assessing student learning.
- Published ‘[Keeping Up With: Critical Assessment](#)’ in *C&RL News*
- Gathered resources on diversity and inclusion for the collaboration and advocacy section of the [SLILC LibGuide](#).

#### Strategic Partnerships

- Began a conversation with the Instruction Section about identifying and filling gaps in student learning.
- Identified a collaboration with [ACRL Liaisons Assembly Committee](#) who maintains the Talking Points on the “[ACRL Liaisons to Professional Associations: Major Issues, Talking Points, and Resources](#)” guide to update the *Information Literacy* talking points.

#### Discoverability of Committee Resources

- Updated the [SLILC website](#) to reflect up-to-date and well-organized information
- Created documentation for maintaining an up-to-date, well-or presence

### **3. Which if any 2018–19 projects will continue next year?**

*A brief list is suggested here; reference 2018–2019 work plan projects.*

SLILC’s 2019-2020 Work Plan will define all new project teams. The following components will continue:

- Collaborate with ACRL Immersion program
- Conference program planning for Midwinter and Annual
- “Perspectives on the Framework” C&RL News Column
- Produce timely publications in venues such as “Keeping Up With”
- Toolkit & ACRLFRAME Discussion List
- Keep SLILC website up-to-date
- Continue discussions with the Instruction Section
- Collaborate with the [ACRL Liaisons Assembly Committee](#) to update the IL Talking Points on [their guide](#)

### **4. What worked well?**

*A brief list is suggested here.*

- We worked as Co-Chairs, rather than a hierarchical Chair/Vice relationship. We found this essential to effectively lead a large, geographically distributed group in a time of change.
- The most successful project teams had tangible, achievable goals that tied directly to the SLILC goal.

- Appointing Team Leads for each project, along with a Chair or Vice Chair Liaison, streamlined communication and enabled accountability.
- Engaged, activity-drive meeting at Midwinter and Annual built team camaraderie and contributed to shared understanding.

**5. What could have worked better?**

*A brief list is suggested here.*

- It was challenging to revise our goal so late in the year (at SPOS). After SPOS, we had to reframe the projects we had already introduced to committee members. Committee members are eager to get to work upon being appointed, and the current schedule of work plan submission and approval complicates this.
- We suggest that time at SPOS be set aside for all goal-area committee Chairs and Vice-Chairs to meet in order to coordinate our work and deepen our leadership practice together.
- Distinguishing our work from the Instruction Section's is an ongoing challenge for ACRL members.
- Low attendance at Midwinter and Annual meetings (both virtual and in-person) detracted from Committee cohesion. Less than half of members were present. Expectations for SLILC need to be clearly laid out before appointments are offered so that they can be accepted in good faith. In order for this to happen, we recommend the Chair and Vice Chair be more involved in the appointments process.

**6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?**

*A brief list is suggested here.*

Our primary accomplishment this year was to revise SLILC's goal to align with ACRL's core commitment to equity, diversity, and inclusion. Our goal is now wholly aligned with EDI efforts: SLILC's goal going forward is: "Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning."

**7. Was there information you could have been provided before starting this project that would have made your work easier?**

Optional

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

Optional

A strong working relationship between the Chair and Vice Chair, working as co-chairs, was essential.

**9. Any other comments, recommendations, or suggestions?**

Optional

## ACRL Student Learning & Information Literacy Committee 2019-2020 Work Plan + 2018-2019 Year-End Report

Our goal is to: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

### CONTENTS

<b>2019–2020 Work Plan</b>	5
Activity #1: SLILC Professional Development Team	5
Activity #2: SLILC OER Toolkit Team	7
Activity #3: SLILC Publications Team	9
Activity #4: SLILC Engagement Team	10
Activity #5: SLILC Leadership Team	12
<b>Year-End Report 2018-2019</b>	2

## 2019–2020 Work Plan

### Activity #1: SLILC Professional Development Team

#### Brief Description

Plans SLILC conference programming and coordinates with other ACRL entities that provide professional development to build partnerships that infuse SLILC's goal into their work.

**Lead:** Cara Berg

**Members:** Meghan Sitar (IS past chair), Ex-Officio members: Maryam Fakouri (Intersections Roadshow) & Lindsay Matts-Benson (Framework Roadshow), remaining members to be determined

#### Activity Timeline: How long will this project take?

- ☒ continuous project assigned in charge  
☐ short-term project that will be completed this membership year  
☐ multi-year project continuing past June 30, 2020. Expected completion date \_\_\_\_\_

**ACRL Plan for Excellence SLILC Goal:** Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

#### Select a SLILC Objective, if applicable

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

*Provide a brief sentence connecting your project to the goal area and objective you selected:*

SLILC's professional development efforts are a core mechanism to empower libraries to build information literacy programs that are equitable, inclusive, and responsive.

### Activity #1 Outline

*Outline the steps and deadlines planned to complete the project.*

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Plan SLILC conference programs for Midwinter and Annual (Discussion Forum and Professional Development)	Midwinter and Annual conference planning deadlines	Professional Development Team Lead; Chair and Vice Chair	Work with Publications Team to draw on work already done by SLILC (e.g. "Keeping up with Critical Assessment" could be conference program); Elois Sharpe (ACRL staff)
Assess conference activities and make recommendations for future	Post Midwinter and Annual conferences	Professional Development Team	Support from ACRL staff liaison and Board liaison
Facilitate webinars, online workshops and other on-demand professional development	Post Midwinter and Annual conferences	Professional Development Team	Recommended Topic Areas for 2019-2020: Critical pedagogy and anti-racist facilitation
Engage in continued discussions with Instruction Section to identify partnership opportunities	Ongoing	Professional Development Team	Draw Meghan Sitar's expertise as IS past Chair
Continue to explore collaboration with ACRL Immersion program	Ongoing	Professional Development Team	
Determine future of the Intersections Roadshow	Plan by Midwinter 2020	Professional Development Team; Ex-Officio member: Maryam Fakouri	Chase Ollis (ACRL Staff); Maryam's email recommendations, Roadshow Toolkit: <a href="https://acrl.libguides.com/roadshowpresenters">https://acrl.libguides.com/roadshowpresenters</a>
Work with the Framework Roadshow to integrate EDI content into curriculum, or consider feasibility of creating new Roadshow for inclusive teaching practices	Exploratory ideas by Midwinter 2020	Professional Development Team; Ex-Officio member: Lindsay Matts-Benson	Chase Ollis (ACRL Staff); Roadshow Toolkit: <a href="https://acrl.libguides.com/roadshowpresenters">https://acrl.libguides.com/roadshowpresenters</a>
Internal Partners: Create a list potential partners within ACRL (e.g. LIRRT, RUSA, Chapters & Councils, Equity and Diversity Inclusion Committee, Diversity	Share results with SLILC by Midwinter	Professional Development Team — discuss results with OER Team, Engagement Team	

Standards, etc.)			
External Partners: Create a list of leaders, organizations, societies, etc. outside of libraries with expertise in inclusive, anti-racist pedagogy for potential professional development collaborations	Share results with SLILC by Midwinter	Professional Development Team — discuss results with OER Team, Engagement Team	May involve budget request for speaker fees

### Activity #1 Assessment

*How will success be measured?*

SLILC will: deliver 4 conference programs (2 Discussion Forums; 2 Framework Professional Development programs), assess their effectiveness using attendance metrics and attendee surveys, and recommend modes for future delivery of professional development content; determine the best path forward to infuse inclusive pedagogy into existing ACRL professional development models (*i.e.* Roadshows, Immersion); and generate lists of internal and external partners.

## Activity #2: SLILC OER Toolkit Team

### Brief Description

Develop an OER Toolkit to support academic librarians as they advance equitable and inclusive pedagogical practices and environments that support student learning. The Team works to enable academic librarians to transform their teaching to be more inclusive and equitable by investigating, engaging with, and leveraging the open pedagogy landscape.

Lead: Meg Meiman

Members: Amanda Folk, remaining members to be determined

### Activity Timeline: How long will this project take?

- ☒ continuous project assigned in charge  
☐ short-term project that will be completed this membership year  
☐ multi-year project continuing past June 30, 2020. Expected completion date \_\_\_\_\_

**ACRL Plan for Excellence SLILC Goal:** Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

### Select a SLILC Objective, if applicable

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

*Provide a brief sentence connecting your project to the goal area and objective you selected:*

Leveraging the Framework Toolkit and other EDI efforts to lay the foundation for an open educational toolkit, which will connect with the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

## Activity #2 Outline

*Outline the steps and deadlines planned to complete the project.*

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Identify gaps and needs for OER Toolkit to support inclusive pedagogy by creating and deploying a short survey to targeted discussion lists (ACRLFRAME, ILI-L, etc.)	Draft including gaps and needs by Midwinter; Results by Annual 2020	OER Toolkit Team Lead, Engagement Team Lead	Advise with ACRL staff liaison and SLILC Chair/Vice Chair; Short Report re: Framework Toolkit and listserv by 2018-2019 Framework team, available from Chair
Create a plan to transform the Framework Toolkit into an open educational resource that supports academic librarians advancement of equitable and inclusive pedagogical practices and environments for support student learning	Short report with options by Midwinter 2020; Plan by Annual 2020	OER Toolkit Team	Support from ACRL staff liaison and Board liaison
Write a primer on Open Pedagogy for SLILC (and consider publishing a "Keeping up With"). Starting points: <a href="#">Open Pedagogy Notebook</a> ; <a href="#">Educause Review</a> ; <a href="#">Digital Futures</a> ; <a href="#">Digital Pedagogy Lab</a> ; <a href="#">Pedagogy Toolkit</a>	Draft content by Midwinter 2020	OER Toolkit Team	Collaborate with Publications Team; David Free (ACRL Staff)
Collaborate with Professional Development Team to facilitate the Framework Professional Development SLILC programs for Midwinter (topic: identifying OER Toolkit needs) and Annual (topic: vision for OER Toolkit)	Midwinter and Annual conference planning deadlines	OER Toolkit Team; Professional Development Team	
Communicate with Professional Development Team to consider the actionable items from the internal and external partner lists	Ongoing	OER Toolkit Team Lead, Professional Development Team Lead, Engagement Team Lead	

## Activity #2 Assessment

*How will success be measured?*

SLILC will have a plan for creating an OER Toolkit to provide point-of-need practical tools and resources that support student learning and information literacy through a lens of equity, diversity, and inclusion. Plans will be co-created with constituents and vetted via surveys, conference programs, and discussion list conversations.

## Activity #3: SLILC Publications Team

### Brief Description:

Facilitate and produce publications that advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Lead: Melissa Mallon

Members: remaining members to be determined

### Activity Timeline: How long will this project take?

- ☒ continuous project assigned in charge  
☐ short-term project that will be completed this membership year  
☐ multi-year project continuing past June 30, 2020. Expected completion date \_\_\_\_\_

**ACRL Plan for Excellence SLILC Goal:** Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

### Select a SLILC Objective, if applicable

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

*Provide a brief sentence connecting your project to the goal area and objective you selected:*

Relevant and timely publications work toward the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

### Activity #3 Outline

*Outline the steps and deadlines planned to complete the project.*

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Solicit and edit content for bimonthly "Perspectives on the Framework" <i>C&amp;RL News</i> column	Ongoing (bimonthly)	Publications Team	Workflow produced by Donna Witek; login info for the Google Drive and email (from Chairs)

Produce timely publications in venues such as ACRL "Keeping Up With"	Ongoing	Publications Team works with Team Leads to plan content (i.e. OER Toolkit team - Open Pedagogy)	David Free (ACRL Staff)
Write a proposal for an ACRL edited volume to address the issue of equitable and inclusive teaching. Explore feasibility for open access option.	Draft concept by Midwinter 2020; Call for proposals soon after	Publications Team Lead, Chair and Vice Chair	Support from ACRL staff liaison
Produce bibliography on Topic Area of choice for 2019-2020 aligned with edited volume (e.g. Equitable and inclusive pedagogy, anti-racist facilitation) [Note: Critical assessment practices was produced in 2018-2019]	Midwinter 2020	Publications Team	
Work with Engagement Team to ensure that SLILC-produced bibliographies are accessible on the website	Ongoing	Publications Team	

### Activity #3 Assessment

*How will success be measured?*

SLILC will: solicit and edit monthly "Perspectives on the Framework" column for *C&RL News*; craft a proposal for an edited volume on inclusive pedagogy and create a timely and useful bibliography on the topic; and produce at least one "Keeping up With" column.

## Activity #4: SLILC Engagement Team

### Brief Description

Engage the ACRL membership and beyond with SLILC's work, assess its impact, and make recommendations for outreach efforts.

Lead: Sara Miller

Members: Jaena Alabi (ACRLFRAME moderator), remaining members to be determined

### Activity Timeline: How long will this project take?

- ☒ continuous project assigned in charge  
☐ short-term project that will be completed this membership year  
☐ multi-year project continuing past June 30, 2020. Expected completion date \_\_\_\_\_

**ACRL Plan for Excellence SLILC Goal:** Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

**Select a SLILC Objective, if applicable**

☐ Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.

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

*Provide a brief sentence connecting your project to the goal area and objective you selected:*

Engaging our communities furthers SLILC's goal and involves close collaboration with partners.

**Activity #4 Outline**

*Outline the steps and deadlines planned to complete the project.*

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Moderate and analyze the use of ACRLFRAME discussion list: <a href="http://lists.ala.org/sympa/info/acrlframe">http://lists.ala.org/sympa/info/acrlframe</a> (e.g. number of subscribers; trends and issues in threads) and provide short reports and assess use	Midwinter and Annual	Engagement Team Lead; Jaena Alabi (ACRLFRAME moderator)	Short Report re: Framework Toolkit and listserv by 2018-2019 Framework team, available from Chair
Keep SLILC website up-to-date and monitor engagement	Ongoing	Engagement Team	LibGuides administrative access for Engagement Team members
Collaborate with the <u>ACRL Liaisons Assembly Committee</u> to update the IL Talking Points on <u>their guide</u>	Draft by Midwinter 2020	Engagement Team	
Monitor attendance at Midwinter and Annual events and make recommendations for content and format (e.g. online workshops may have more impact compared to in-person workshops)	Midwinter and Annual	Engagement Team Lead; Professional Development Team Lead	Support from ACRL staff liaison and Board liaison
Monitor attendance and engagement of online webinars / workshops	Ongoing	Engagement Team Lead; Professional Development Team Lead	
Support scholarships — Current work with VAL (Robin Brown); Explore possibility of establishing SLILC scholarship for LIS students (or those who	Ongoing	Robin Brown	Support from ACRL staff liaison

have never attended) to attend conferences and work with SLILC			
Develop regional discussions (in-person / virtual) for SLILC goal areas to ensure outreach to all academic librarians, especially those underserved by ACRL	Draft plan by Midwinter	Engagement Team	
Communicate and share stories: Post SLILC events, work, and programs to various discussion lists; Generate plan	Ongoing	Engagement Team	
Create a guiding document for outreach and engagement activities (timeline, best practices) of to guide SLILC 2020-2021	Annual 2020	Engagement Team Lead; consult with SLILC Team Leads and Chair and Vice Chairs	

#### Activity #4 Assessment

*How will success be measured?*

SLILC's outreach and engagement will reach ACRL membership and beyond; our efforts and impact will be assessed as we go, and we will have a guiding document for next year's committee.

#### Activity #5: SLILC Leadership Team

Brief Description

Provide leadership and direction for SLILC and work with the ACRL Board and other ACRL units to create a comprehensive approach to student learning and information literacy efforts.

*Leads: Nicole Brown & Alex Hodges*

Caroline Fuchs (Board Liaison), Mary Jane Petrowski (Staff Liaison), SLILC Team Leads

#### Activity Timeline: How long will this project take?

- ☒ continuous project assigned in charge  
☐ short-term project that will be completed this membership year  
☐ multi-year project continuing past June 30, 2020. Expected completion date \_\_\_\_\_

#### [ACRL Plan for Excellence](#)

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

*Provide a brief sentence connecting your project to the goal area and objective you selected:*

Codifying the roles and responsibilities of the Chair and Vice Chair ensures that SLILC makes continual process in our goal area.

### Activity #5 Outline

*Outline the steps and deadlines planned to complete the project.*

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Ensure SLILC's renewed singular focus to support our goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Foster group norms and shared processes and make connections between committee members	September SLILC Kick Off Meeting	Chair and Vice Chair	Support from ACRL staff liaison
Liaise with Teams and enable them to draw on each other in a matrix fashion	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Communicate and be responsive to ACRL Board and staff requests	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Leverage the ACRL structure to disseminate information about inclusive, equitable instruction	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Guard against scope creep (e.g. recruitment, retention, hiring practices intersect with our charge, but are beyond it)	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Secure resources to educate the Committee on EDI	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Coordinate budgetary allocations	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison

### Activity #5 Assessment

*How will success be measured?*

SLILC will have a productive year in 2019-2020, and the committee will be set up for future success.

**This page included to accommodate double sided printing.**



## Division-level Committee Year-end Report and Work Plan Template

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, and staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

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

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
<b>Chair:</b>	Anne Grant
<b>Vice-Chair:</b>	Jolie Graybill
<b>Board liaison:</b>	Jeanne Davidson
<b>Staff liaison:</b>	Erin Nevius
<b>Other leaders:</b>	

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
<b>Chair:</b>	Jolie Graybill
<b>Vice-Chair:</b>	Erin Smith
<b>Board liaison:</b>	Jeanne Davidson
<b>Staff liaison:</b>	Erin Nevius
<b>Other leaders:</b>	

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Anne Grant	<b>Date:</b>	
<b>Work plan submitted by:</b>	Jolie Graybill	<b>Date:</b>	8/26/19

## 2018–19 Year-end Report

This report will be included in the committee's official record of activities maintained by the ACRL staff. Brief bulleted lists are suggested for the responses.

### 1. What were the major projects/activities accomplished by your committee in the 2018–19 membership year (July 1, 2018 to June 30, 2019)?

- \* An Open Educational Resources and Affordability RoadShow was developed by the Committee and a call for curriculum designers/presenters distributed. The Committee interviewed and selected four designers/presenters and expects the RoadShow to launch in spring 2020.
- \* The Leading Change course will be an asynchronous online learning course designed to give library teams the capability and confidence to lead change in their academic library and on their campus. Three curriculum designers were hired in February 2019 and the course is expected to launch in early 2020.
- \* The Committee was tasked with 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. These revisions were provided to CUPA-HR by their August 1, 2019 deadline.
- \* Diversity Pipeline project

### 2. What were the relevant results for your projects?

- \* OER RoadShow - Put out the call for applications; reviewed applications and interviewed applicants; and finalized the design team. The OER subgroup will oversee the curriculum development.
- \* Change & Innovation Course - A call for applications was distributed, and the Change Course subgroup reviewed applications and interviewed applicants. The instructional design team of three has been hired and work has begun on the course under the oversight of the Change Course subgroup. Launch date set for early 2020.
- \* CUPA-HR Position Description update - Revisions were provided to CUPA-HR by the August 1, 2019 deadline.
- \* Diversity Pipeline project - Concept map begun and steps outlined to begin work on recommendations to ACRL for ways that new roles and changing landscapes in libraries can foster EDI initiatives. Pipeline project was intentionally set aside to respond to the timeframe for the CUPA-HR project.

### 3. Which if any 2018–19 projects will continue next year?

- \* Diversity Pipeline Project
- \* Change Course
- \* OER RoadShow

### 4. What worked well?

Our team worked well in small groups on the CUPA-HR data. We worked on collaborative documents and made a great deal of progress on a major project.

We responded to a tight timeline successfully.

### 5. What could have worked better?

**6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?**

The work that we began on the Diversity Pipeline will allow this group to explore how new roles will influence the recruitment and retention of new, diverse librarians. This work also served to inform conversations about the CUPA-HR position descriptions.

**7. Was there information you could have been provided before starting this project that would have made your work easier?**

Optional

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

Optional

**9. Any other comments, recommendations, or suggestions?**

The committee worked effectively with the CUPA-HR staff to gather the information we needed to complete our task.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	OER RoadShow
<b>Brief Description:</b>	The committee developed an Open Educational Resources and Affordability RoadShow, curriculum. Curriculum designers and presenters were recruited/identified and hired this summer (August) to design RoadShow and integrate into the ACRL RoadShow structure. OER Subgroup will oversee the development with Test run in Spring 2020. Committee is discussing/identifying roadshow oversight and integrating Oversight Responsibilities.

Activity #1 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

ACRL Plan for Excellence
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input type="checkbox"/> <b>Research and Scholarly Environment</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>New Roles and Changing Landscapes</b> 1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
The OER Roadshow will deepen ACRL's advocacy and support for librarians with OER librarians via a compact overview workshop promoting OER capacity in the field.

Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Supervise Roadshow development	Fall 2019	OER team	
Test run	Spring 2020	Designers, OER team	
Develop marketing/promotion	Fall and Spring 2019/20	NRCL committee	
Identify/allocate new subgroup members	Fall 2019	NRCL committee	
Develop feedback survey	Winter 2020	OER team, designers	
Evaluation and assessment of roadshow	Summer 2020	OER team, designers	

Activity #1 Assessment
How will success be measured?
The OER Roadshow will be successful when (1) it is completed and ready for implementation, (2) participants sign up for the OER Roadshow, (3) feedback survey is completed by participants/positive

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	Change & Innovation Course
<b>Brief Description:</b>	NRCL is overseeing the curriculum development for a self-directed, self-paced, online workbook course on facilitating and leading library innovation that would be taken by teams of library employees. NRCL has identified instructional designers to design and implement the course, at outline stage this summer. Designed to introduce people to frames and models to help people think about ways to approach change.

Activity #2 Timeline
<b>How long will this project take?</b>
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

ACRL Plan for Excellence
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input type="checkbox"/> <b>Value of Academic Libraries</b> Select from drop-down.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input type="checkbox"/> <b>Research and Scholarly Environment</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>New Roles and Changing Landscapes</b> 2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve i
<input type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
The Change & Innovation Course will equip library workforce at all levels to effectively lead, manage, and embrace change on their campuses by providing the education and tools they need.

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Sub-group to review first draft of curriculum material	This fall, 2019	Sub group	identified course developers
Launch of the change course is expected in about 4-6 months	Early 2020	Sub-group	
Market and promote change course	2020	Sub-group, NRCL comm.	

Activity #2 Assessment
How will success be measured?
<p>The Change &amp; Innovation Course will be successful if (1) the course is completed by the instructional designer, (2) institutional change teams take the course, and (3) the course promotes change and innovation at individual institutions. Completion and design will be successful if institutional teams sign up for course, as well as implement to experience some type of change. Use will be measured by numbers of institutions that take the course – the first year will set a baseline with a goal of increasing use each year. The instructional designer will embed assessment measures on both the course itself with a built in follow up evaluating if the course promoted change and innovation.</p>

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
<b>Activity Name:</b>	Diversity Pipe Line
<b>Brief Description:</b>	The Diversity Pipe Line concept map begun and steps outlined to begin work on recommendations to ACRL for ways that new roles and changing landscapes in libraries can foster EDI initiatives. In order to complete the CUPA-HR project, this project was intentionally set aside to respond to the timeframe for the CUPA-HR project. Re-engaging this work year.

Activity #3 Timeline
<b>How long will this project take?</b>
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

ACRL Plan for Excellence
<b>Check one box below. If applicable, select objective from drop-down.</b>
<input checked="" type="checkbox"/> <b>Value of Academic Libraries</b> 4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.
<input type="checkbox"/> <b>Student Learning</b> Select from drop-down.
<input type="checkbox"/> <b>Research and Scholarly Environment</b> Select from drop-down.
<input checked="" type="checkbox"/> <b>New Roles and Changing Landscapes</b> 3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.
<input checked="" type="checkbox"/> <b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<input type="checkbox"/> <b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
In the committee's exploration of ways to use new roles and changing landscapes in libraries to encourage participation from a broader range of individuals, we will relate not only to our own committee goal areas, but also the VAL diversity goal.

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Re-introduce project	Oct/Nov 2019	Chair	
Re-engage members	Fall 2019	Chair, co-Chair	
Discuss in terms of all -committee project or sub-group project	Oct/Nov 2019	NRCL committee	
Continue exploration of this pipeline idea, develop concrete	Winter 2020 and Spring 2020		
implementation plans. Determine deliverables			

Activity #3 Assessment
How will success be measured?
Buy-in from entire committee and members volunteer to contribute, as well as support from SPOS/ACRL.

**This page included to accommodate double sided printing.**

**COUNCIL  
ANNUAL MEETING**

**TOPIC:** Forward Together: Recommendations for a reimagined American Library Association governance model - Next Steps and Timeline

**ACTION:** Discussion and action

**DRAFT MOTION:** *ALA Council adopts Moving ALA Forward Together: The reimagining ALA process timeline of next steps to guide the process of discussion and action around changes to ALA's Constitution & Bylaws through 2021. Council may revisit and amend this process at anytime by a vote of Council. This process will be facilitated by Council in cooperation with the Forward Together Working Group and the Forward Together Fiscal Analysis Working Group.*

**REQUESTED BY:** Julius C. Jefferson Jr., ALA President-Elect

**DATE:** June 2020

**BACKGROUND:**

In June 2018 ALA President Jim Neal charged the newly appointed Steering Committee on Organizational Effectiveness (SCOE) to develop and recommend strategies and tactics to create an ALA with the agility to respond to current challenges and opportunities, and to focus energy and resources on its mission and members in the decades to come. Through Midwinter 2020, SCOE conducted in person and virtual listening groups, spoke to thousands of members, and engaged with numerous ALA committees, divisions, round tables, and affiliates to create "Forward Together: Recommendations for a reimagined American Library Association governance model" (MW 2019 CD #35). These recommendations now come before Council for discussion and action. The attached timeline is one such process for guiding those discussions and votes. This timeline was developed in consultation with ALA Parliamentarian Eli Mina, SCOE, and the ALA Executive Board to ensure broad participation by Councilors and healthy discussion with a clear amendment process.

This Council process can be amended by Council at any time. Council will work closely with the Forward Together Working Group who will be assessing, evaluating, and aiding Council in its decision making.

Attached is the proposed timeline and the analysis of the Constitution & Bylaws Committee and the Committee on Organization on direct changes to ALA's structure and its Constitution & Bylaws. This analysis is part of a larger report given to the Executive Board in Spring 2020 and is for informational purposes.

## **Moving ALA Forward Together: The reimagining ALA process Timeline of Next Steps**

### **June/July 2020**

- The final report of the Steering Committee on Organizational Effectiveness will be presented to ALA Council and the Forward Together Working Group will take over facilitation of the session with ALA Council.
- ALA Council will vote on the proposed course of action as outlined here

### **June 2020 to December 2020**

- In preparation for a large-scale “Constitutional Convention”, virtually, ALA Council will discuss and vote on the various components of Forward Together as well as proposed amendments as identified by the Forward Together Working Group and ALA Council.

### **January 2021 Midwinter - Indianapolis**

- The amended Forward Together governance model will be presented for a final debate during a Constitutional Convention style event. Further amendments may be added during this event. This event will include ALA Councilors and additional stakeholders within the association. The details and process for the Constitutional Convention are still being discussed and will be led by the Forward Together Working Group in collaboration with ALA Parliamentarian Eli Mina.
- A final vote on the model at the conceptual level will be taken by ALA Council.
- The report from the Forward Together Fiscal Analysis Working Group will be presented to Council.

### **March 2021**

- Preliminary new bylaws will be drafted in the fall/winter based on Council conversations and published in March reflecting the new governance structure.
- The proposed new governance structure and the proposed new Bylaws to match it will be made available via ALA’s website for ALA Council and ALA Members to review. These will be posted in March 2021 to ready Council for voting.

### **April 2021**

- First Council Vote on the New ALA Bylaws: The proposed new ALA Bylaws, reflecting the original Forward Together proposal and amendments made to it to accommodate Council’s input, will be presented for debate, final amendments, and the first official vote, as required by the current ALA Constitution.

### **Annual Session 2021**

- Second Council Vote on the New ALA Bylaws

### **Special ballot to members July 2021**

- An Online Vote by ALA Membership on the New Bylaws: The new ALA Bylaws, having been approved by two consecutive votes of the ALA Council, will be presented to the ALA Membership for an online vote as part of a special July 2021 ballot.

### **Sept 2021**

- Implementation Begins

Constitution Article	I: Name	II: Object	III: Membership	IV: Divisions and Round Tables	V: Meetings	VI: Council	VII: Executive Board	VIII: Officers and Committees	IX: Endowment Funds	X: Affiliated Organizations and Chapters	XI: Bylaws Amendments and Editorial Changes	XII: Amendments
C & B Analysis	N/A	N/A	N/A	N/A	N/A	N/A	Change to "Board of Directors" throughout; Sec 3- Under Forward Together, Board of Directors is accountable directly to membership. Change Council to "membership"?	this section could potentially elaborate on the Standing Committees of the Board of Directors or mention their existence and defer to the bylaws for further definition; alternately, there could be a separate Article that defines those committees	Forward Together doesn't recommend any changes to Endowment Trustees.		update to reflect dissolution of Council	update to reflect dissolution of Council
Executive Board	N/A	N/A	N/A	N/A	N/A	N/A	In Article VII, Section 1, change the composition of the Executive Board to reflect the Forward Together recommendations: 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; In Article VII, Section 3, remove references to Council. Consider replacing "Council" with "ALA membership."	In Article VIII, Section 1, indicate that the Forward Together recommendations call for an Executive Committee, a five member subgroup of the Board made up of the ALA president, president elect, immediate past president, treasurer, and executive director.				
Council	N/A	N/A	N/A	N/A	N/A	Eliminate and (generally speaking) move duties assigned to Council to Board of Directors. Dissolution would require the vote of the membership. To place the bylaws change on the ballot Council would have to vote twice to place the item on the ballot for the membership. Since Council is the "governing body" it would more than likely be prudent to reserve council's dissolution as the last step of the process.		this section could potentially elaborate on the Standing Committees of the Board of Directors or mention their existence and defer to the bylaws for further definition; alternately, there could be a separate Article that defines those committees				
Executive Board Committees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ALA Committees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Leadership Assemblies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Divisions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Round Tables	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Bylaws Article	I: Membership	II: Meetings	III: Nominations and Elections	IV: Council	V. Chapters	VI: Divisions	VII: Round Tables	VIII: Committees	IX: Finances	X: Notices by Mail	XI: Voting by Mail	XII: Parliamentary
<b>C &amp; B Analysis</b>	references to "Executive Board" change to "Board of Directors"; sec 2: Dues increases set by Board of Directors and then straight to membership?; sec 3- set by the Board of Directors	Eliminate sec 5(3); Add new section for Leadership Assembly meetings?	sec 1.1 Change to Nominating Committee -- no longer a Committee on Appointments and a Nominating Committee; sec 1.2- Change to reflect the new positions the Nominating Committee will be responsible for: ALA officers and chairs for the six standing committees of the Board of Directors; sec 1.3- Eliminate references to Council; sec 4.1- Forward Together recs don't include a Committee on Election; sec 5.1- Remove Committee on Election -- replace with Board of Directors? Association Policy? Another Standing Committee?; sec 6.3 Board of Directors would be directly elected by the membership	Recommendations do not include Council; this section would need to be replaced by information about the three Leadership Assemblies, Committees, and Board of Directors.	Sec. 4- The recommendations do not explicitly take a position on this, but with chapter representative taking on a less formal role (i.e., no longer sending an individual to occupy a seat on Council) there is an opportunity to loosen this rule.; Add section about Chapter Leadership Assembly?	Sec 1- Opportunity to rethink this number (500). Recommendations don't specify a minimum number.; 2- Replace with ALA Board of Directors; 3.1 and 3.2- Recommendations don't specify this. Perhaps remove?; 4- need to distinguish Divisions' Board of Directors from ALA Board of Directors; 6.2- ALA Board of Directors and Finance & Audit Standing Committee; 9.1, 9.2 Forward Together recommends that Divisions not have separate bylaws.	1.1: Forward Together recommends an increase in the minimum number of dues-paying members to one percent of ALA's membership unless identified as a strategic priority by the Board of Directors.; 3- Forward Together recommends consistent dues for all Round Tables and suggests \$20 for each Round Table	1.1- This would become working groups and advisory group. "Special committees" are not part of the FT recommendations.; 2.1- Change to Standing Committees of the Board of Directors.; 2.1 Replace with details about standing committees of the board from the FT recommendations; 2.2 Remove; 3 FT doesn't recommend "Special committees." Replace with details about Working Groups, Advisory Groups, and Communities of Interest.; 4 and 5- remove; 7.2 Remove all references to Committees of Council	No changes	Remove	Remove	No changes
<b>Executive Board</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Council</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Executive Board</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>ALA Committees</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Leadership</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Divisions</b>	N/A	N/A	N/A	N/A	N/A	ALA bylaws currently refer to separate bylaws for Divisions. Forward Together recommends that Divisions operate under ALA bylaws and not have separate governing docs.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Round Tables</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

*Forward Together Analysis***Committee on Organization/Constitution & Bylaws Committee****Joint Report to ALA Executive Board**

**Jim Neal, Chair, Committee on Organization**  
**Ben Hunter, Chair, Constitution & Bylaws Committee**

**May 4, 2020**

<b>1. Executive Summary</b>	<b>4</b>
Charge	4
Process	4
Recommendations	4
Additional Perspective	5
<b>2. Reports of Subgroups</b>	<b>5</b>
2.1. Board of Directors	5
SCOE Recommendations	5
Current ALA Organization	6
Discussion of the Issues/Concerns that have been Raised	7
Constitution/Bylaws Implications	8
2.2. Council	9
SCOE Recommendations	9
Current ALA Organization	11
Discussion of the Issues/Concerns that have been Raised	16
Constitution/By-Laws Implications	17
2.3. Board Committees and ALA Committees	18
SCOE Recommendations	18
Current ALA Organization	20
Discussion of the Issues/Concerns that have been Raised	22
Constitution/By-Laws Implications	22
2.4. Leadership Assemblies	22
SCOE Recommendations	22
Current ALA Organization	24
Discussion of the Issues/Concerns that have been Raised	24
Constitution/Bylaws Implications	26
2.5. Divisions	27
SCOE Recommendations	27
Current ALA Organization	28

Discussion of the Issues/Concerns that have been Raised	28
Constitution/Bylaws Implications	29
2.6. Round Tables	29
SCOE Recommendations	29
Current ALA Organization	30
Discussion of the Issues/Concerns that have been Raised	31
Constitution/Bylaws Implications	31
<b>3. Constitution and Bylaws Analysis</b>	<b>31</b>

**Committee on Organization Members**

Latrice Booker  
Matthew P. Ciszek  
Kim Copenhaver  
Megan Drake  
Selina Gomez Beloz  
Paolo P. Gujilde  
Michelle Hahn  
Lucy B. Holman  
James G. Neal  
Kevin Reynolds  
Jules Shore  
William E. Sudduth, III  
Jeffery Sundquist  
Adam Chang  
Dee Anna Phares

**Constitution and Bylaws Committee Members**

Emily Daly  
Ann Ewbank  
Ben Hunter  
Mary Rzepczynski  
Jennie Murray

# 1. Executive Summary

## Charge

The Committee on Organization was asked “To review and analyze the proposed changes in Forward Together in the context of ALA structure and organization, to determine what groups might be affected by the recommendations, and assess how and when the changes might be phased into the ALA structure.”

The Constitution and Bylaws Committee was asked “To review and analyze the proposed changes in Forward Together and how the constitution and bylaws will affect implementation, and to determine which rules or bylaws would need to change in order to further the proposed changes.”

The two committees met together at Midwinter in Philadelphia and decided to work together and to prepare an integrated report.

## Process

We formed six teams to work on the core recommendations of the Forward Together report: Board of Directors, Council, Board Committees and ALA Committees, Leadership Assemblies, Divisions, and Round Tables. Each team produced a report which examined the following five areas: presentation of the SCOE Recommendation, presentation of the current ALA organization in that area, discussion of the issues/concerns that have been raised, constitution and bylaws implications, and recommendations for next steps. The work of the teams is presented and summarized in this document.

## Recommendations

1. As there are significant constitution and bylaws implications in the areas of Board of Directors, Council, and Board and ALA/Council Committees, convene as early as feasible a constitutional convention to debate and advance these organizational and governance changes.
2. Set aside the current ALA constitution and bylaws, and develop a single and simpler set of bylaws only, which would govern the work of the entire Association, including divisions and round tables.
3. Create a process now to establish a new working relationship (not an operating agreement) between ALA and its divisions, establishing a uniform dues structure and maintaining opportunities for division member engagement.
4. Create a process now to establish a similar working relationship between ALA and its round tables.
5. Proceed now to establish and activate the proposed leadership assemblies, building on existing frameworks where possible.
6. Carry out a comprehensive review of all ALA and Council committees, identifying those where Association work needs to proceed, and detailing the relationship of the continuing committees to the Board.

7. Proceed to develop the charters of the proposed Board committees and identify where their proposed roles intersect with existing ALA committees and other groups.

### **Additional Perspective**

We want to bring to the Executive Board a significant concern. Given the current outrageous disruption without predictable closure and serious impact on the health of the Association, can we afford to work systematically over the next two to three years to process and implement the Forward Together recommendations when more urgent and dramatic transformation will be needed. Given today's and the prospective conditions, would we come forward with the same set of recommendations? We need to focus more on the needs of libraries and library workers who are going to continue to be battered by the continuing virus crisis and devastating budget reductions.

## **2. Reports of Subgroups**

### **2.1. Board of Directors**

#### ***SCOE Recommendations***

Future Composition of the Board of Directors of the American Library Association:

17 volunteer members and one staff member, including:

- Four elected by membership: president, president elect, immediate past president, treasurer
- Eight elected by membership: at-large members
- Five appointed by the Board for unique skills and perspectives not represented by elected members
- One staff (executive director, ex-officio, non-voting)
- Term Length: three years, staggered

Sub-committees of the Board: Executive and Board Effectiveness (Endowment Trustees discussed in Member Engagement Opportunities)

*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.

### ***Current ALA Organization***

The Executive Board currently consists of 12 volunteer members and one staff member, including:

- Four elected by membership: president, president elect, immediate past president, treasurer
- Eight elected by Council from current Councilors\*
- One staff (executive director, ex officio, non-voting)
- Term Length: three 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.*

***Discussion of the Issues/Concerns that have been Raised***

**Relevant feedback from ALA members during open sessions at MW2020 (copied directly from notes taken at meetings)**

- Having a 17 member group rather than one in the 100's is a good desire... if the communication improves and becomes a place where members feel ownership.
- I am curious about the process and safeguards for the appointed positions on the Executive Board and the other overarching committees (e.g., Nominating). I strongly appreciate the direct election of most of the members of these committees (especially if we can avoid run-arounds like what happened in SAA this year), but I am unclear on the mechanisms for selections of the 1/3 of appointed positions. I understand that the intention is that those spots will be filled by librarians who fill roles that are perceived to be underrepresented on the committees across demographic categories, but how will we ensure that they aren't replicating existing power imbalances (e.g., it's noted that more school librarians are needed on a committee, but then all white women are appointed). I'm especially concerned about this after hearing about how members of council have reinforced existing power imbalances in council spaces--when I discussed this with an ALA staff member today, their answer was that most people in the organization have good intentions and are good actors, but I don't feel like that is a sufficient response. I would appreciate hearing more about the processes and checks that you all are thinking about this to make sure that the appointed positions serve the role as intended.
- The work of SCOE has been necessary to address the successful future of ALA. Their work has been insightful and informative. In many areas, I agree with them. We need to be an effective, nimble, inclusive, member-driven American Library Association. The one issue where I disagree is the role of the Board of Directors to replace the Executive Board as the sole decision maker of this volunteer-driven organization. ALA founding documents (Article 6) created Council for a reason. In the spirit of feedback, this is what I have been thinking while at leadership meetings as well as while listening to and participating in SCOE events and presentations.

**Relevant Feedback from Past-Presidents (copied directly from notes taken at meeting)**

- The effect of moving policy decisions to a 17-member board will be to concentrate policy-making authority and decision making into the hands of very few people
- Direct election by members presents a high danger of the election becoming a popularity contest, perhaps largely based on name recognition from social media use. Members will really have no opportunity to see how the nominees perform in a governance situation or how well the nominees demonstrate that they have a broad perspective on the Association and library issues.
- Appointing people to fill in gaps in diversity that emerged from the election is well intended, but there are serious questions about that approach:
  - Decisions must be made about categories of diversity. Who is determining the categories? Based on what criteria?

- Who is making these appointments? Isn't that too much influence wielded by a small group? I assume that the existing Board is not appointing new Board members to fill the diversity slots – that's dangerous.
- If the categories represent visible diversity (e.g., ethnicity, gender, type of library), how will the appointers know about invisible diversity, like diversity of thought or philosophy?
- Just because someone visibly fits into a category, that does not mean that that person thinks like everyone in that category or everyone in that category thinks the same.
- If people are appointed based on a perceived gap in diversity, would they feel pressure to make decisions with a focus on that point of view, rather than approaching Board membership as a member of the whole with a responsibility for the whole association, not just one niche?
- If the nominating committee takes diversity and representation into account in finding candidates and building a slate, isn't it undercutting the nominating committee's work and general membership's wishes to then appoint people to the Board and committees who were not elected? Isn't that saying the nominating committee did not do a good enough job or the membership at large didn't take diversity into account in their votes?
- Direct election of the Board further marginalizes chapters from having a say in the Board membership. Right now, chapter representatives on Council are explicitly named as candidates for Executive Board and every chapter representative has an equal vote in electing the EB members. With direct election, there is not a guarantee of chapter representation and states with large librarian membership populations have a much better (and unequal) chance to elect their candidates of choice.

### ***Constitution/Bylaws Implications***

#### **Constitution:**

- Executive Board will need to be changed to “Board of Directors” throughout the document.
- In Article VII, Section 1, change the composition of the Executive Board to reflect the *Forward Together* recommendations
- In Article VII, Section 3, remove references to Council. Consider replacing “Council” with “ALA membership.”
- In Article VIII, Section 1, indicate that the *Forward Together* recommendations call for an Executive Committee, a five member subgroup of the Board made up of the ALA president, president elect, immediate past president, treasurer, and executive director.

#### **Bylaws:**

- Executive Board will need to be changed to “Board of Directors” throughout the document.

- Council will need to be removed and replaced with “Board of Directors” or “Membership”

## 2.2. Council

### *SCOE Recommendations*

Forward Together page 6-7 states that the ALA of the future must:

- Enable consistent, strategic, and effective member engagement;
- Enable organizational-wide planning focused on a common mission and vision for library workers, library supporters, and libraries;
- Be financially stable;
- 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

Replace ALA Council (Council) with the following:

- Expanded Executive Board (EB) of twelve (12) into a Board of Directors (BoD) of seventeen (17) members – see table page 7 of “Forward Together” – also see Executive Board/Board of Director’s section of this report
- Currently ALA Council elects two-thirds (8 of 12 members) of the Executive Board
- ALA Council consists of 186 members of which 100 Councilors at Large are elected directly by the membership
- Creation of four (4) Leadership Assemblies: - see table p. 11 of “Forward Together”

### Leadership Assemblies

Future Leadership Assemblies	Current leadership assemblies	Comments
	There is no currently 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,	<p>First, the statement that “there is no currently direct correlation” is contradicted by the statement “maintain the functions and strengths of the several existing groups”</p> <p>The statement “open lines of influence to the Board of Directors” is interesting since the Leadership Assemblies</p>

	and the Round Table Coordinating Assembly	will have not direct role in appointing or electing members of the BoD; unlike the current arrangement whereby ALA Council elects eight (8) members of the Executive Board.
Chapter Leadership Assembly (50-80 members)	Chapter Leaders Forum	
Round Table Leadership Assembly (21 members)	Round Table Coordinating Assembly	Currently only 10 roundtables + small roundtables councilor have representation on council
Division Leadership Assembly (9 members)		
Affiliates Leadership Assembly (30)		Who are ALA Affiliates

**1) Chapter Leadership Assembly (50-80 members)**

**2) Roundtable Leadership Assembly (21 members)**

**3) Division Leadership Assembly (9 members)**

**4) Affiliates Leadership Assembly (30 members)**

Who are ALA's affiliates?

- American Association of Law Libraries
- American Indian Library Association
- Association for Information Science and Technology
- American Theological Library Association
- Art Libraries Society of North America (ARLIS/NA)
- Asian/Pacific American Librarians Association
- Association for Library and Information Science Education
- Association for Rural and Small Libraries
- Association of Bookmobile and Outreach Services
- Association of Jewish Libraries
- Association of Research Libraries
- Beta Phi Mu
- Black Caucus of ALA
- Catholic Library Association
- Chinese American Librarians
- The Joint Council of Librarians of Color

- Latino Literacy Now
- Library and Information Association of new Zealand Aotearoa
- Medical Library Association
- Music Library Association
- National Storytelling Network
- Online Audiovisual Catalogers
- Patent and Trademark Resource Center Association
- ProLiteracy Worldwide
- REFORMA
- Seminar on the Acquisition of Latin American Library Materials
- Theatre Library Association

The function of these leadership assemblies build upon the strengths of current groups like ALA Council, the Chapter Leaders Forum, 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 recommend 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 unique cultures of each to set the agenda and topics for discussion while coming together to strengthen the association.

<b>Proposed Committees of the Board of Directors</b>	<b>Current ALA Council Committees</b>
Finance and Audit	Budget Analysis & Review; Publishing
Nominating	Committee on Committees
Leadership and Development	Diversity; Education; Status of Women in Librarianship; Council Orientation
Association Policy	Intellectual Freedom; International Relations; Organization; Policy Monitoring; Professional Ethics; Resolutions
Public Policy and Advocacy	Intellectual Freedom; International Relations; Legislation; Public Awareness
Social Justice	

### ***Current ALA Organization***

ALA Council currently consists of 186 members:

- 100 at-large councils elected directly by the membership
- 53 chapter councilors
- 11 Division councilors (soon to be 9?)
- 12 members of the Executive Board (8 elected by council; President-elect, President, Past-President, and Treasurer)
- 10 Roundtable Representatives – currently roundtables must have personal memberships of at least 1% to elect a councilor

Council also has the following committees:

### **Budget Analysis & Review**

To review the proposed budget, as forwarded by the ALA executive board, in the context of the ALA strategic plan, annual priorities and budget assumptions; to review the financial performance of the association and the budget impact of potential actions of ALA council; to make budget recommendations to the ALA executive board and to report to council regarding budget analysis and process.

- Nine members – treasurer; two Executive Board Members; six ALA members (elected by Council)

### **Committee on Committees**

shall nominate annually candidates for three members of the executive board for three-year terms, and every third year two members of the executive board for three-year terms for election by the council from among the members of the council.\* article viii, sec. 2 (b): sec. 2 (b) committees of council. (i) Appointments to the committees of the council will be made by the council committee on committees

- Five members – president-elect + four members

### **Council Orientation**

To develop and carry out a mentoring and orientation program for new and continuing councilors and to manage the council suite or lounge at the Midwinter Meeting and at the Annual Conference.

- Seven or eight members (at discretion of Committee on Committees)

### **Diversity**

To provide a forum to research, monitor, discuss, and address national diversity issues and trends. To analyze and address the impact of diversity issues and trend on the profession, and the relevance and effectiveness of library leadership, library organizations and library services to an increasingly diverse society. To provide to council and ALA membership information, needed for the establishment of ALA policies, actions and initiatives related to national diversity issues and trends. To encourage and facilitate diversity in ALA membership and the recruitment and retention of a diverse workforce in the profession as a whole. To encourage and facilitate diversity in ALA leadership and leadership development. To facilitate a broad awareness of how and why diversity is unequivocally linked to all ALA areas of concern such as intellectual freedom, education and continual learning, literary and equity of access. To work collaboratively with the ALA president, ALA council, ALA divisions, ALA offices and units, ALA round tables, ALA committees, and ALA affiliates. To serve in an advisory capacity to the director of the office for diversity to (1) support the role of the office for diversity as the clearinghouse for ALA's diversity resources, contacts, and information exchange, (2) monitor the implementation, progress and ongoing evaluation of ALA national diversity initiatives and programs, and (3) plan, support and encourage conference programs, activities and special events.

- Fourteen members + two associates + one staff liaison

### **Education**

To have responsibility for developing and recommending the association's policies related to the full spectrum of education for all library and information studies personnel. To assure that the association actively solicits from its members information about the condition, currency, relevance, and type of education necessary to improve current and future library and information services. This information will be shared with the ALA committee on accreditation, the ALA membership and its units, and allied professional organizations. To coordinate recommendations and policies concerning education promulgated by ALA divisions, round tables, and other units to eliminate conflict or unnecessary duplication and to work closely with these units through the education assembly. To maintain communication and rapport nationally and internationally, as appropriate, with other organizations concerned with library and information studies. To represent the association nationally and internationally to organizations and agencies outside the field of library and information studies that are concerned with professional education and staff preparation. To identify needed education initiatives in library and information studies and to help promote their accomplishments. To identify needed research concerning education for library and information studies and to help promote its accomplishment. To act as a clearinghouse of information on all aspects of education for library and information studies, for the profession and the public-at-large.

- Ten members, four representatives, two liaisons, one board liaison, one staff liaison

### **Intellectual Freedom**

To recommend such steps as may be necessary to safeguard the rights of library users, libraries, and librarians, in accordance with the first amendment to the United States Constitution and the Library Bill of Rights as adopted by the ALA Council. To work closely with the Office for Intellectual Freedom and with other units and officers of the association in matters touching intellectual freedom and censorship.

- Eleven members + fifteen associates, liaisons, or representatives +three staff liaisons

### **International Relations**

To have full responsibility for the association's international relations programs and initiatives; to work with the international relations round table, division international relations committees, and other units of the association in promoting the exchange of professional information, techniques and knowledge, as well as personnel and literature between and among libraries and individuals throughout the world; to advocate the recognition of the international aspects of the library profession and its priority within ALA; to recommend international relations policy for council approval and to take the necessary steps for implementation; to make recommendations to the ALA executive board for appointments or nominations to international organizations (IFLA, etc.) And other agencies concerned with international library and information services (IREX, etc.); to administer programs of the association focused on international relations (awards, recognition, exchanges); to promote program and publication activities on international relations by the association and its divisions and committees; to maintain communication, when appropriate, with other library and information service organizations concerned with international relations; to represent the association's view to organizations and agencies outside the ALA that are concerned with international relations of libraries; to encourage active participation by U.S. librarians in the work of international organizations.

- Twelve members + one committee associate + one intern + EB liaison + two staff liaison

### **Legislation**

The ALA Council Committee on Legislation (COL) is charged with the responsibility for the association's legislative agenda. Specifically, to:

- Identify, for the Washington Office, the association's strategic priorities.
- Recommend, annually, based on consultation with the Washington Office, a legislative and public policy agenda.
- Review and advise on, any policy statements and/or resolutions that have an impact on federal legislation, policy, or regulations.
- Provide a forum within ALA to share information and legislative analysis of current and impending federal laws and regulations to keep ALA units apprised of current issues affecting libraries.
- Be available to consult, collaborate and offer assistance to state and local library entities when federal legislation has implications at the state and local level.

- Fourteen members + one intern + one associate + one board liaison + eleven staff

### **Organization**

To advise and assist regarding structural and organizational concerns in ALA. To recommend to council the establishment or discontinuance of divisions, round tables, membership initiative groups, ALA committees, assemblies and joint committees, as the needs of the association may require. To define the functions of these units, subject to the approval of council. To recommend to council the establishment, including the name and size, of other standing committees to consider matters of the association that require continuity of attention by the members. To recommend to executive board the appropriate unit to appoint official representatives to outside organizations. To receive notification of the formation of interdivisional committees.

- Thirteen members + one intern + one associate + one staff

### **Policy Monitoring**

To monitor the accurate documentation and codification of ALA policy, as determined by formal action of council; to prepare additions or changes in the ALA policy manual following each Annual Conference and Midwinter Meeting, as may be required by motions and resolutions adopted by council; to review and advise on all unit organization policies to ensure that they are in compliance with council approved association-wide policies; to provide oversight by review prior to publication of the written text and policy manual numbers prepared by ALA staff and report to council the accomplishment of council's directives; to be responsible for keeping the policy manual accurate and up to date and to call council's attention to out-dated items to be retired from the manual or gaps in the presentation of policies. (See ALA policy 5.6.)

- Three members + one staff

### **Professional Ethics**

The council committee on professional ethics shall augment the Code of Ethics by explanatory interpretations and additional statements, prepared by this committee or elicited from other units of ALA. When units of the association develop statements dealing with ethical issues, a copy will be sent to the committee on professional ethics for review so that it may be compared to the existing ALA code of ethics in order to determine whether or not conflicts occur.

- Seven members + two associates + seven liaisons + two staff liaisons

### **Public Awareness**

To develop programs that promote libraries and library issues nationwide. To assist ALA members in promoting their libraries at the local, state and national levels. To work closely with the ALA Communications and Marketing Office and ALA officers, committees and units in developing and coordinating promotional and marketing programs and tools for libraries, librarians and ALA, including National Library Week and other national campaigns focused on the continuing support of libraries.

- Nine members + two associates + two staff

### **Publishing**

To set the framework within which ALA publishing operates by overseeing the publishing activities in all formats (print, electronic, etc.) of ALA and its publishing services department by establishing liaisons with the publishing activities of all committees and units of the association, by educating these committees and units regarding ALA publishing policies and the use of the ALA imprint, and by mediating conflicting publishing policies among these committees and units. To provide budgetary oversight to the ALA publishing services department and make recommendations to appropriate association budget and planning committees. To recommend policies on publishing products and services for the approval of council. The ALA publishing committee has the responsibility for control of the ALA imprint. To implement this charge, the publishing committee will: set the framework within which ALA publishing operates; recommend policies on publishing products and services, including the use of the ALA imprint, for the approval of council; advise and assist all committees and units of the association in their publishing activities. Provide budgetary oversight and make recommendations to appropriate association budget and planning committees. The Publishing Committee administers the [Carnegie-Whitney Grant](#). More information about the grant is available at [Carnegie Whitney Grant Guidelines](#).

- Ten members + two associates + two staff

### **Resolutions**

To provide an advisory and channeling function for all resolutions presented for Council's consideration, reviewing all resolutions submitted to Council pursuant to the criteria established by Council. To advise the makers on how to bring their resolutions into compliance with the guidelines adopted by Council. All resolutions shall go to Council with a notation that the resolution has been processed through the committee. To determine the policy or non-policy nature of all resolutions to be presented to Council and transmit the resolutions with the appropriate indication. To review all resolutions passed by Membership to determine those that are clearly policy matters and therefore should be forwarded to

Council for action. Any challenge to the determination of the committee shall be voted on by councilors present at the meeting.

- Twelve members + one staff

### **Status of Women in Librarianship**

To officially represent the diversity of women's interest within ALA and to ensure that the association considers the rights of the majority (women) in the library field. To promote and initiate the collection, analysis, dissemination, and coordination of information on the status of women in librarianship. To coordinate the activities of ALA units that consider questions having special relevance for women. To identify lags, gaps, and possible discrimination in resources and programs relating to women. To help develop evaluative tools, guidelines, and programs in cooperation with other ALA units designed to enhance the opportunities and the image of women in the library profession, thus raising the level of consciousness concerning women. To establish contacts with committees on women within other professional groups and to officially represent ALA concerns at interdisciplinary meetings on women's equality. To provide council and membership with reports needed for the establishment of policies and actions related to the status of women in librarianship, and monitor ALA units to ensure consideration of the rights of women.

- Eleven members + one associate + one liaison + two staff liaison

### ***Discussion of the Issues/Concerns that have been Raised***

#### **From ALA Past Presidents (copied directly from notes taken at meeting)**

ALA Council is important for ALA's democratic process. Certainly, council can be restructured and its agenda can be more deliberative and substantive, but council is important for a number of reasons:

- Leadership development
- Involvement of chapter representatives in decision making, rather than just advising which they would do through the chapter leadership assembly
- Opportunities for deliberative discussion of library issues involving a diverse and broad spectrum of the Association, not divided into affinity groups like the assemblies
- At-large membership of council (100 of 186 or 53.76%) plays an essential role in weighing in the pro/cons/costs/consequences/tradeoffs (deliberative actions) of common concerns of the association. The structure appears to elevate the role of the differentiated components of the association and diminishes the role of the integrated aspects (core value area like intellectual freedom, international relations, ethics, policy diversity, literacy, and public programs). The strength of our organization is to find common ground on broader issues like democracy, free expression, equity.
- The two-year term and allowance of only two terms in a lifetime may present real problems, it takes years to build expertise in public policy. Limitation of participation might result in an ad hoc approach to library and Association issues.

#### **January 2020 Feedback – Includes only items related to Council (copied directly from notes taken at meetings)**

What part of Forward Together do you find to be most beneficial? Is there a change or recommendation you find favorable?

- Having a seventeen member group rather than one in the 100's is a good desire...if the communication improves and becomes a place where members feel ownership

What questions do you have about the recommendations in Forward Together?

- What power will the council and Chapter have in the future. At this point that web of the conversation seems to be diminished, and in some ways effectively nullified?
- Trust wanes among the number of Chapter and Council leaders. How can this trust be supported as something well placed; and a voice be brought to the table from the elected groups that form State Level leadership?

Please share any additional comments or input you might have

- My greatest concern is the already existing disconnect with Chapters such as mine in ... Much of the rest of the word from ALA simply gets lost. Without Chapter voice, and Council voice, this will exacerbate.
- ALA founding documents (Article 6) created Council for a reason. In the spirit of feedback, this what I have been thinking while at leadership meetings as well as listening to and participating in SCOE events and presentations.

Role of Council:

- I agree with SCOE that we need to meet more often but this can be done virtually, allowing for electronic voting and year-round engagement. Meeting online will address these barriers to participation and influence, including cost, ability to travel and institutional support. While in council I hear robust discussions that I do not hear in meetings of my more focused divisions and committees. Those discussions inform my opinions on my professional duties and role as a librarian. Without Council's dialogs and only Standing Committees and Assemblies in which to air ideas, I believe that silo thinking would be reinforced and broader professional issues ignored. With all disputes being settled by a small insular group, there will be no environment to hear the ideas that come from diverse members. Council can receive critical, ongoing input from general members and leaders on an ongoing basis if given a chance. To increase the level of discussions beyond ALA Unit operations, I think both the policy and operation manuals should be reviewed periodically so that the goals, values, and operations of ALA may be affirmed, rejuvenated or retired. Review of the operating agreement is a must. ... If we only have Units and Assemblies, then we would lose the cross-pollination of ideas and innovations that Council provides. The parent ALA entices members by advocating for our priorities, providing a beacon for our profession and a voice of shared values. High-level discussions and decision making to assist the members and society should be the work of Council.

### ***Constitution/By-Laws Implications***

- Dissolution would require the vote of the membership. To place the bylaws change on the ballot Council would have to vote twice to place the item on the ballot for the membership. Since Council, per Article VI of the constitution is the "governing body" it would more than likely be prudent to reserve council's dissolution as the last step of the process.

## 2.3. Board Committees and ALA Committees

### *SCOE Recommendations*

Standing Committees of the Board of Directors Future Standing Committees of the ALA Board of Directors:

- 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 committee

Current ALA comparison:

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.

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.

## ***Current ALA Organization***

### **Executive**

Consists of the president of the Association (who serves as chair), the president-elect, the immediate past president, the treasurer, and (ex officio) the executive director. The committee carries out administrative functions on behalf of the Association and the Board; reviews and discusses administrative and policy issues that need to be brought to the attention of the full Board; approves Board agendas, meeting times, and dates; reviews and brings to the full Board for approval the dates, sites, and schedules for ALA conferences; performs ceremonial activities as representatives of ALA; handles administrative communications of the organization and the Board; recommends ALA's relationships with external organizations and individuals; brings recommendations regarding nominations and appointments to the full Board for approval; reviews and approves calls for votes between meetings; performs other duties as required.

### **Finance and Audit**

Consists of the treasurer (who serves as chair), three other Board members, and the chair of BARC (ex officio). The committee suggests measures to build the Association's financial resources; provides the Executive Board with interpretation of financial data needed for administrative decisions; serves as liaison to the endowment trustees; oversees the audit review; reviews the treasurer's report; reviews and interprets reports from the Endowment trustees and BARC; reviews financial projections; considers other matters related to accounting standards, finances, and budget; makes recommendations to the Executive Board regarding the fiscal management of the Association; performs other general fiscal duties of the Executive Board as necessary.

### **Board Effectiveness**

Consists of no more than four members, to include an officer and two or three members of the Board. Board members must serve at least one full year on the Board before being appointed to the Board

Effectiveness Committee and serve on the Committee for two years. The committee monitors and reviews Board effectiveness and makes and implements recommendations and activities to that end.

### **ALA and Council Committees**

Committees created by the Executive Board, Council, and the president are designated as committees of the Association and committees of the Council. Most of the following committees are standing committees of either ALA or Council.

**Committees of the Association:** Appointments to committees of the Association are made by the ALA president-elect, who chairs and acts on the advice of the [Committee on Appointments](#).

[Accreditation](#)

[American Libraries Advisory](#)

[Appointments](#)

[Awards](#)

[Chapter Relations](#)

[Conference](#)

[Constitution & Bylaws](#)

[Diversity, Literacy & Outreach Services Advisory](#) (*Office for*)

[Elections](#)

[Human Resource Development & Recruitment Advisory](#) (*Office for*)

[Information Technology Advisory](#)

[Information Technology Policy Advisory](#) (*Office for*)

[Literacy](#)

[Membership](#)

[Membership Meetings](#)

[Nominating](#)

[Public & Cultural Programs Advisory](#)

[Research & Statistics](#)

[Rural, Native & Tribal Libraries of All Kinds](#)

[Scholarship & Study Grants](#)

[Training, Orientation & Leadership Development](#)

**Committees of Council:** Appointments to committees of Council are made by the ALA president-elect, who chairs and acts on the advice of the [Committee on Committees](#).

[Budget Analysis & Review Committee](#)

[Committee on Committees](#)

[Committee on Diversity](#)

[Committee on Education](#)

[Committee on Legislation](#)

[Committee on Library Advocacy](#)

[Committee on Organization](#)

[Committee on Professional Ethics](#)

[Committee on the Status of Women in Librarianship](#)  
[Council Orientation Committee](#)  
[Intellectual Freedom Committee](#)  
[International Relations Committee](#)  
[Policy Monitoring Committee](#)  
[Public Awareness Committee](#)  
[Publishing Committee](#)  
[Resolutions Committee](#)

***Discussion of the Issues/Concerns that have been Raised (copied directly from notes taken at meetings)***

A review of documents, webinars, and Connect discussions did not yield many concerns raised specifically about Executive Board Committees/Board of Directors Committees. During a webinar dated February 13, 2020 Lessa Pelayo-Lozada mentions several times that some details are yet to be worked out for some of the plans. With that in consideration, and with the research done, there are some possible questions that will require clarification:

Will the 10 elected committee members, as well as the 5 appointed by the board, for each committee be voted on from the membership at large or from the council members as it exists?

Will ALA membership be required to be on a committee or just employment in a library? The possibility of membership levels changing (particularly with the 2020 COVID-19 event) in the future could affect the number of qualified candidates for these committees.

Is there a plan for term limits or lengths and training specific to these committees?

***Constitution/By-Laws Implications***

Constitution Article VIII, Officers and Committees: This section could potentially elaborate on the Standing Committees of the Board of Directors or mention their existence and defer to the bylaws for further definition; alternately, there could be a separate Article that defines those committees.

Bylaws Article VII, Committees: This would become Standing Committees, Working Groups and Advisory Group. "Special committees" are not part of the FT recommendations.; 2.1- Change to Standing Committees of the Board of Directors.; 2.1 Replace with details about standing committees of the board from the FT recommendations; 2.2 Remove; 3 FT doesn't recommend "Special committees." Replace with details about Working Groups, Advisory Groups, and Communities of Interest.; 4 and 5- remove; 7.2 Remove all references to Committees of Council.

## **2.4. Leadership Assemblies**

***SCOE Recommendations***

Future 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)

**Current leadership assemblies:**

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

**Summary of Recommendation:**

Four leadership assemblies with representation from four areas of the association will be convened both in-person and virtually multiple 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 recommendation 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.

### ***Current ALA Organization***

- As noted in the recommendations, there is not a direct correlation to the Leadership Assemblies within current ALA governance.
- Current ALA Advisory Committees (i.e. ODLOS Advisory Committee) could serve as a basic framework for Leadership Assemblies; The idea is similar in which members consist of representatives from different groups in the organization.
- Under ALA Policy Manual Section A.4.3.11: The definition of assemblies are as follows - An assembly is a body of individuals or representatives from ALA units and committees that shares information or acts as a resource to an ALA Committee. There are different types of assemblies: Assemblies to Council Committees, that act in an advisory capacity, reviewing documents and issues, representing unit and committee interests and reporting back to units and committees; and Assemblies to Standing Committees, that provide a forum for sharing information, coordinate activities and promote awareness.
- Some standing committees established "Assemblies" as means to share information and coordinate potential projects. These assemblies include Accessibility Assembly, Legislation Assembly, Library Education Assembly, Literacy Assembly, Planning and Budget Assembly, Recruitment Assembly, and Round Table Coordinating Assembly. They can be found here: <http://www.ala.org/aboutala/mcoms/assemblies>

### ***Discussion of the Issues/Concerns that have been Raised***

#### **Relevant Feedback from MW2020 Conversations (copied directly from notes taken at meetings)**

- There is a concern over chapters having just an advisory role and not having a vote.
- With assemblies, chapters have a voice and there is flexibility. But do chapters still get a vote?
- Assemblies need more "teeth" in them; Budgets are tight and states may not send someone to conference if chapters lose their voice.

- Round Tables have begun to virtualize and streamline things.

**Relevant Feedback from Past-Presidents (copied directly from notes taken at meeting)**

- The assemblies as proposed would give clear voice to roundtables, chapters, and divisions. The way Council is currently structured, though, is with more than half the membership constituted by at-large representatives. These “generalists” play an essential role weighing the pros/cons/consequences/tradeoffs (deliberative actions) of common concerns across the association. The new structure appears to elevate the role of the differentiated components (divisions, roundtables, chapters, affiliates) of the association and to diminish the role of the integrated aspects (core value areas like Intellectual Freedom, International Relations, Ethics, Policy, Diversity, Literacy, Public Programs, etc). Yet, the strength of our organization is its ability to find common ground on broader issues, like democracy, free expression, equity, etc.—the core values that attract membership and drive national and international leadership as an important voice for libraries and library users in the broader policy discourse.
- Leadership Assemblies
  - Will these be conducted in person? Online? How can they foster ongoing and substantive discussions, especially if online?
  - Who really leads, beyond the conveners? How are leaders developed? How will members know enough to be able to select a convener every year?
  - Do we really expect widespread participation beyond core members? How will noncore members feel that they have a voice?
  - How will leadership assemblies do real work, beyond just gathering input?
  - Are the assemblies designed to enable chapters, round tables, divisions, and affiliates to do deeper work about their area? They seem to drive members to focus on one perspective (e.g., a division), rather than bringing the different perspectives to bear on association-wide issues. For example, chapter assemblies would focus on chapter issues
  - rather than intellectual freedom issues that might be occurring in every chapter and how that issue plays out differently in every state.
  - Would it work to have additional assemblies on values and issues (e.g., privacy) and the membership would be made of representatives from chapters, round tables, divisions, and affiliates? This might be an additional structure that would bring us all together to think about and address our values and larger issues.
  - How will the work of the assemblies be sustained from year to year so that they offer more than ad hoc conversations?
  - How will the recommendations of the assemblies be finalized and the substance of the debate as well as the final decisions be communicated to the Board? What is the timing on this? Will the recommendations go directly to the Board, rather than an appropriate standing committee (if there is one)? Is there a danger of bypassing and undercutting the

committees? Will the recommendations have to be prepared before Board face-to-face meetings to allow them to be considered, which means that the assemblies will have to do their work largely online? How is it possible to conduct deep and useful discussions that result in recommended actions/policy in the online environment?

- How will the assemblies be supported by the staff?
- How will average members participate in assemblies? How will they know when they are happening or what the agenda is? How can they offer input, especially if a large number of members are online for the assembly?
- If the affiliate assembly includes AASL affiliates, will AASL still be allowed to have its own Affiliate Assembly?

### ***Constitution/Bylaws Implications***

- There does not appear to be anything in the current constitution or bylaws documents that would prohibit immediate implementation of the Leadership Assemblies.
- Article VIII Section 4. of the Constitution states that the “Executive Board shall appoint all other officers and all committees of the Association not otherwise provided for,” indicating that the Leadership Assemblies could be formed as committees of the Executive Board. However, the definition of bylaws provided in the bylaws is likely to prove too restrictive for full implementation of the Forward Together recommendations on Leadership Assemblies
- Article VIII of the current bylaws provides significantly more detail on committee creation and appointment, and the process detailed here could be used to create Leadership Assemblies as either a Committees of the Association or Committees of Council. In the case of the Division Leadership Assembly and the Roundtable Leadership Assembly, a joint committee structure (see Article VIII. Section 3.2.5.) could be used. As noted above, the committee structure outlined in the bylaws would not allow for implementation of the Leadership Assemblies as imagined in Forward Together, but could be used as an inelegant temporary measure to test the Leadership Assembly concept.
- Article IV. of the current bylaws includes language about Council seats for chapters, divisions, and roundtables. Though there are superficial similarities between the current bylaws and the Leadership Assemblies, there are significant differences in intent and function and this section should either be eliminated or completely rewritten and not repurposed in its current form.
- Article V Section 1.4 of the current bylaws states that “no more than one chapter of the American Library Association shall exist in any state, province, or territory.” Forward Together takes the position that all chapters including regional chapters and AASL and ACRL affiliates would have a seat at the Chapter Leadership Assembly. This is a significant difference, and care will need to be taken to define or redefine what is meant by the “Chapter” designation.
- The Forward Together recommendations specifically mention the importance of the “open nature” of the assemblies, thus encouraging guidelines that err on the side of being less prescriptive. However, the bylaws will need to be revised or

rewritten to define their basic parameters, membership criteria, and means of influence on governance.

## 2.5. Divisions

### *SCOE Recommendations*

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.

***Current ALA Organization***

- 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.
- ALA is home to eleven membership divisions, each with a type-of-library or type-of-library-function specialization. ALA divisions publish journals, books, newsletters, and other materials; provide continuing education in a variety of venues and formats; offer awards and scholarships; sponsor institutes and conferences; and maintain networks of affiliates, chapters, and other collaborative relationships.
- By policy, each division has a statement of responsibility developed by its members and approved by the ALA Council, a set of goals and objectives to drive its activities, an executive director and other personnel (as necessary), responsibility for generating revenue to carry out its programs, and a separate Board of Directors, elected by the members of the division. Each division is represented on the ALA Council and in the Planning and Budget Assembly.
- Members of ALA divisions must first be members of the American Library Association. A majority of ALA members belong to one or more division.
- Divisions pay overhead costs on non-dues revenue-generating activities to ALA, as defined by the Operating Agreement. [See more about the Operating Agreement and the relationship between ALA and the membership divisions.](#)

***Discussion of the Issues/Concerns that have been Raised*****From “Forward Together MW 2020 Notes” (copied directly from notes taken at meetings)**

Divisions hope for more opportunities to speak as a group; the needs need to be heard.

Feedback from AASL

- a. Youth divisions need more representation, not less
  - b. There are fewer school librarians across the country; few of them are represented in ALA leadership (Council, EB, Committee Chairs)
  - c. Needs support across ALA for school librarian advocacy such as joint ventures in programming, speakers, unified programming on common themes.
- B. PLA and ACRL Statement
- a. Vague language around divisions which is troublesome
  - b. Report does not acknowledge that the divisions will be at the table.
  - c. There are trust issues that need healing
- C. Does SCOE have a sense of urgency?
- D. Members need to know where we are financially - need transparency
- E. Forward Together Report needs to be more thoughtful and considerate of divisions.
- F. Overcommunication was encouraged
- G. Member noted every division, round table, chapter needs to be touched.
- H. There won't be a plan that everyone is going to like but it needs to be communicated well enough.
- I. Appeared that SCOE was unable to make decisions
- J. Feedback for next group
- a. A lot of people identify with their divisions; Give leverage to the fact that people love their divisions; same thing goes for round tables.
  - b. SCOE and ALA Governance need to build trust and better communication
  - c. We need to focus on the changes we need to be relevant to the membership and not just our divisions. We wouldn't be here if we didn't have membership.

- d. Budget transparency
  - e. What does the external world need vs the divisions? What will help youth survive?
  - f. Will the next group follow a management process and framework?
  - g. Sense of urgency needs to be carried on.
- K. Member noted divisions can do work on their own and try out their own ideas

#### **Relevant Feedback from Past Presidents (copied directly from notes taken at meetings)**

- It's certainly okay to have consolidation of divisions if that's the choice of the members of those divisions.
- It's good to have alignment of dues and structure, but is the division structure limited to advisory groups, working groups, communities of interest, and sections? What about division boards of directors?
- How will a strong central ALA organization relate to the divisions? Will they continue to have separate boards, conferences, etc?

#### ***Constitution/Bylaws Implications***

- If we do a wholesale re-write and combine bylaws and constitution into one bylaws document (as recommended by ALA Parliamentarian Eli Mina), we will need to consider how best to account for Divisions in the new document.
- ALA bylaws currently refer to separate bylaws for Divisions. Forward Together recommends that Divisions operate under ALA bylaws and not have separate governing docs.

## **2.6. Round Tables**

### ***SCOE Recommendations***

Summary: Forward Together recommends an “an effective, nimble, inclusive, member-driven American Library Association”--one that not only emphasizes financial stability, but also promotes greater cohesion within the organization (pg. 2). The central thrust of the report is that there should be greater uniformity, transparency, and efficiency across the ALA in order to engender a sense that all units are a part of the ALA, that members have a voice in how the organization carries out its mission, and that a more productive use of resources is essential for the health of the ALA. Implementation of the SCOE recommendations would mean more standardization, which would constitute a profound change for Round Tables; and the changes to dues structures across the organization would potentially offer savings to members, but the threshold membership minimum could also eventually eliminate small but important RTs. While there are relatively few recommendations in regards to Round Tables, they are significant since they would potentially have an impact on the RTs' ability to define themselves as unique, diverse, self-determined units.

- Replace individual Round Table Bylaws and create a shared policies and procedures document
- Align dues and dues structures across ALA--possibly \$20 in dues per RT
- 1% of dues paying membership minimum for Round tables; may offer greater financial stability for RTs
- Membership numbers averaged over a three year period. Current round tables would continue for three years from the time of adoption by ALA to ensure RTs have a chance to increase membership.
- RTs to recommend advisory groups and working groups to the Board of Directors
- 21 member Leadership Assembly (one representative for each RT) to be led by two co-conveners with staggered year terms--these are selected by the members

- Free up ALA staff from Administrative work associated with the RTs--more focused on mission-based tasks
- Round Table Effectiveness Committee to determine best and most efficient practices for RTs
- Improve efficiency and transparency by posting all documents to ALA Connect
- Conduct elections through ALA Connect in order to have greater participation in the process

### ***Current ALA Organization***

- Issues-based identity groups (programmatic); they can affiliate with regional, state, or local groups with similar interests
- RTs should have 100 or more members
- The Round Table Coordinating Assembly (RTCA) functions as a medium for sharing information and is made up of the Chair and Chair-elect of each RT; RTCA meets twice a year (at Annual and Midwinter meetings)
- Every RT has a staff liaison
- Each RT has its own Bylaws and may have its own procedure manual; if the RT Bylaws do not make specific provisions, RT organization and procedures should correspond to the ALA Constitution and Bylaws
- RTs elect their own officers
- RTs operate as pathways to member engagement
- RTs have flexibility in terms of organization, participation in studies and joint projects, and the issuing of publications. RTs can establish discussion groups and standing ad hoc committees; they can also amend committee description statements or discontinue any committees or discussion groups
- RTs can recommend activities or policies, but they cannot commit the ALA by a declaration of policy
- RTs can confer grants, scholarships, and awards
- RTs can incur expenses if there is sufficient money in the budget and the staff liaison receives written authorization and the executive officer or officers sign off on all documentation; RTs cannot sign any contracts or documents
- The Budget Analysis and Review Committee (BARC) appoints a liaison to each RT who reviews the RT's annual budget; BARC recommends approval of RT budgets to ALA's Executive Board
- Here is a list of current Round Tables:
  - Ethnic & Multicultural Information Exchange Round Table (EMIERT)
  - Exhibits Round Table (ERT)
  - Film and Media Round Table (FMRT)
  - Games and Gaming Round Table (GameRT)
  - Government Documents Round Table (GODORT)
  - Graphic Novels and Comics Round Table (GNCRT)
  - Intellectual Freedom (IFRT)
  - International Relations Round Table (IRRT)
  - Learning Round Table (LearnRT)
  - Library History Round Table (LHRT)
  - Library Instruction Round Table (LIRT)
  - Library Research Round Table (LRRT)
  - Library Support Staff Interests Round Table (LSSIRT)
  - Map and Geospatial Information (MAGIRT)
  - New Members Round Table (NMRT)
  - Rainbow Round Table (RRT)

- Retired Members Round Table (RMRT)
- Social Responsibilities Round Table (SRRT)
- Staff Organizations (SORT)
- Sustainability (SustainRT)

### ***Discussion of the Issues/Concerns that have been Raised***

- Many members expressed concerns about 1% of dues paying membership minimum for round tables, including questions about how SCOE got to the 1% figure--the 1% figure is a major sticking point
- Fear about the elimination of small RTs will eliminate an important avenue of engagement and professional development that a small group provides
- Some asked how to define “engagement”
- Worries about limiting the number and types of RTs
- Concern that focus on size loses track of the contributions of some RTs
- Questions over how will RTs be supported with minimal staff involvement
- Concern that there will be fewer opportunities for experimentation and customization to meet the unique needs to specific RTs
- RTs do not feel supported at ALA conferences
- Based on report from Midwinter, 7 RTs sent a letter to retain Council
- Real concerns about how disparate units can share Bylaws
- GODORT expressed concerns that members are demoralized since there are few members; they do not see a way forward
- There was a suggestion to increase the amount of overhead the RTs pay
- Members wonder how feedback is actually being incorporated and addressed and wonder if an organizational chart or map would help
- There were calls for more support on how to use Connect
- Suggestions that ALA needs to give IT support and Zoom training so RTs can engage meaningfully online, and newer RTs need to learn to meet remotely
- Some members expressed concerns that there is a lot of time spent in email and in person on how to do things (procedures and processes), so there needs to be a set of simple bylaws
- There were questions about how to reduce overhead costs. Not use staff liaisons? Spend less time on election?
- The “ALA Past Presidents Response” voiced support for shared Bylaws and procedures and an aligned dues structure, but it expressed some apprehension in terms of setting a minimum number of members--noting that it undermines the purpose of RTs, which are focused on personal passion and interests and provide the “greatest opportunity for many members to engage in collaborative professional work and learning around specific issues” (pg. 5). It also points to a devaluation of member diversity and additional misgiving about how RTs will be supported if there is minimal staff involvement

### ***Constitution/Bylaws Implications***

- The adoption of a single set of Bylaws may be complicated given the diversity of the RTs and their position as issue-based programmatic groups; as some members have suggested, Bylaws may have to be very simply to cover all RTs

## **3. Constitution and Bylaws Analysis**

## ACRL AC20 Doc 4.1

[illegible]

## ACRL AC20 Doc 4.1

[illegible]

**This page included to accommodate double-sided printing.**

Typically, in June the Board would review the 3rd-quarter memo with data through April or May. However, ALA's finance office can only provide financial data through January 2020 so we are including the 2nd-quarter memo again.

**ACRL AC20 Doc 5.0**  
**Also SB20 Doc 4.0**

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



# Memo

To: ACRL Board of Directors  
ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: March 2020

Re: 2<sup>nd</sup> Quarter Report, FY 2020

The attached spreadsheet (Doc 4.1) details the performance for the first quarter of FY2020, ending January 31, 2020. 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. However, over the last few years ACRL has been spending down its net asset balance so conference years have also had a deficit. 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 FY18 2<sup>nd</sup> quarter actual, so comparisons between two budgets in ACRL non-conference years can be made

## Executive Summary

ACRL Total	FY20 2nd Q Actual	FY20 2nd Q Budget	Var.	FY18 2nd Q Actual	Var. FY18 to FY20
Revenues	\$793,587	\$828,047	(\$34,460)	\$806,460	(\$12,873)
Expenses	\$1,206,419	\$1,370,990	(\$164,571)	\$1,180,237	\$26,182
NET	(\$412,832)	(\$542,943)	\$130,112	(\$373,777)	(\$39,055)

CHOICE Total	FY20 2nd Q Actual	FY20 2nd Q Budget	Var.	FY19 2nd Q Actual	Var. FY19 to FY20
Revenues	\$1,075,481	\$1,071,991	\$3,490	\$926,279	\$149,202
Expenses	\$1,128,767	\$1,185,798	(\$57,031)	\$1,273,135	(\$144,368)
NET	(\$53,286)	(\$113,807)	\$60,522	(\$346,856)	\$293,570

ACRL's FY20 second-quarter performance report includes total revenues of \$793,587 against the \$828,047 budget with a variance of 4%. Expense savings of (\$164,571) against a budget of \$1,370,990 improved ACRL's net deficit by \$130,112 or 24% to (\$412,832). As stated above, ACRL's FY20 budget was built to actively invest its net asset balance in member programs and services. Last year the ACRL Board approved a budget with a -\$920,682 deficit for FY20.

With the cash flow issues revealed by ALA at the 2020 Midwinter Meeting along with ALA's use of the divisions' net asset balances, the cancelation of the ALA Annual Conference, and the impact of COVID-19, ACRL's FY20 year-end budget performance is expected to differ from the budget plan.

#### ACRL Revenues

As mentioned, revenues were below budget by 4% at \$793,587 against the budget of \$828,047 and performance differed by project.

- ACRL's Consulting business continues to be strong in the second quarter performing better than budget by 82% with \$40,325 actual versus a \$22,125 budget. While opportunities for new business this fiscal year are slim due to the pandemic, the contract ACRL had for the Census training will help us meet budget.
- Surprisingly, subscriptions performed slightly better than budget, with \$14,981 actual versus at \$13,688 budget.
- Product advertising is meeting budget with print and online ads exceeding budget performance through January and at the moment poised to exceed budget by year end. However, we have begun to experience some ad cancellations so this may change before the year is out.

Revenue lines underperforming include:

- Membership continues to struggle; lagging 4% against budget (\$243,402 against a budget of \$254,702) as we watch the number of regular members decline. It would not be unexpected to have a steeper decline as the year progresses given the pandemic.
- Revenue from ACRL's Trends & Stats products are 19% below budget for several reasons. The release of our survey report is delayed as we have had to extend the reporting period recognizing that institutions are closed and otherwise occupied due to COVID-19. The new facilities survey will be further delayed, and worst case may not launch this fiscal year.
- Book sales are \$27,000 or 18% below budget, while eBook sales are 11% or \$1,550 ahead of budget for a net revenue 13% below budget. We expect this trend to continue as libraries move away from purchasing print to purchasing access via a hosted platform. We are on track to publish all scheduled titles this year but despite this do not anticipate making budget. Year-end results will depend on whether library operations will continue acquisitions for staff or for MLIS programs.
- The Rare Books & Manuscripts Conference (RBMS) scheduled for June 2020 has been canceled, and we will be issuing refunds to registrants and sponsors, although encouraging them leave the money with us for next year or as a donation. Sponsors allowed ACRL/RBMS to keep nearly \$10,000 of the \$27,000 pledged received before the cancelation to offset sunk costs. As revenue for professional development is not accrued until the month of the event, this will not

impact the second-quarter report, but while some revenue may transition to donations, we will expect to lose \$137K budgeted in registration fees for this conference. At the time of the cancellation about \$77,000 had been collected that will be refunded. Of course, some of this loss will be offset by expense reductions.

- ACRL's licensed workshops (or RoadShows) have seen a number of cancellations this month and no new business is expected given the pandemic. We expect to significantly miss budget (by more than 50%) due to the campus closures and shelter-in-place orders. We have cancelled the Information Literacy Immersion Program (scheduled for August) as the university host was unable to provide the facilities needed to offer the program. This will mean no revenues, some sunk costs, and also some cost savings, including \$12,000 in scholarships, which will not be awarded.
- FY20 has been a slow year for classified advertising and it is down 11% as of the January report (slight uptick as of March, for which we have receipts and shows an improvement to 8.5% off budget.) Given the pandemic, there is a likelihood there will be a slowdown in hiring for the remainder of the year which could cut this revenue stream by as much as 30-60% off budget.

### **ACRL Expenses**

ACRL expenses are 12% below budget at \$1,206,419 actual versus a budget of \$1,370,990. Staff will continue to carefully monitor expenses against budget and adjust as possible against declining revenues. Clearly there will be savings in travel and expenses for events that are canceled. There will also be some salary savings given my retirement April 24.

### **ACRL Net revenue**

Per the performance reports, ACRL ended the second-quarter with net expense of -\$412,832 against a budget of -\$ 542,943 or \$ 130,112 or 24% less than budgeted. Staff will continue to look for strategic cost savings as the year continues.

### **ACRL Overhead Payment to ALA**

Given the loss of revenue due to the pandemic, ACRL projects that it will miss its overhead payment to ALA, budgeted at \$259,651, by anywhere from \$70,000 to \$140,000.

### **ACRL LTIs**

ACRL's long-term investments ended FY19 (8/31/19) at \$4,956,786. At the end of January 2020, they had appreciated by \$343,695 to \$5,297,711. The February reports are indefinitely delayed due to the pandemic, but one can imagine ALA's investments are seeing the same declines the market is.

## Choice Performance Discussion

### FY20 Q2

Through January 2020 Choice net income is -\$53,284, some \$60K better than budget. The improvement is almost entirely due to cost savings, some of them only temporary, with expenses running \$57K better than budget and revenues ahead of budget by a mere \$3.5K.

**Table 1: Choice Unit Performance**

January 2020								
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Beginning Net Assets	2,571,979	2,571,979	2,571,979	0	0%	2,926,294	(354,315)	-12.11%
TOTAL REVENUES	2,645,629	1,071,989	1,075,483	3,494	0.3%	926,280	149,203	16.11%
Total Expenses before OH/Taxes	2,275,080	1,030,987	973,931	57,056	5.5%	1,131,833	157,902	13.95%
Contribution Margin	370,549	41,002	101,552	60,550	147.7%	(205,553)	307,105	-149.40%
Overhead	350,546	142,635	142,501	134	0.1%	122,732	(19,769)	-16.11%
Allocations (575 Main St)	29,225	12,177	12,335	(158)	-1.3%	18,570	6,235	33.58%
Tax	0	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,654,851	1,185,799	1,128,767	57,032	4.8%	1,273,135	144,368	11.34%
Net Revenue/(Expense) from Ops	(9,222)	(113,810)	(53,284)	60,526	53.2%	(346,855)	293,571	84.64%
Open Choice writedown	0	0	0	0	#DIV/0!	176,324	(176,324)	-100.00%
Net Revenue/(Expense)	(9,222)	(113,810)	(53,284)	60,526	-53.2%	(523,179)	469,895	-89.82%
Ending Net Asset Balance	2,562,757	2,458,169	2,518,695	60,526	2.5%	2,403,115	115,580	4.81%

### REVENUES

Choice revenues are performing well against both budget and prior year, the shortfall in royalties being self-correcting (see below, s.v., Licensing). Of far more importance is the long-term effect of the COVID-19 pandemic, which did not make its influence felt globally until after the reporting period. The economic downturn it is producing is already affecting funding for both libraries and academic publishers. Writing to the scholcomm listserv on 30 March, Charles Watkinson, publisher at the University of Michigan Press, observed:

We anticipate print sales to libraries to essentially dry up between early March and end of June but ebook sales to remain stable, even possibly grow slightly as libraries focus on resourcing remote-working faculty and students. But, since we make more money from print sales than ebook sales, we will end up in deficit for the year.

Where we can cover that from remains a question. Previously the University has stepped up to fill a one-time hole with an expectation that next year we'll do better.

*But I'm concerned they won't have the capacity to do so in FY 21 (emphasis added).*

Clearly the situation Charles describes will not be limited to a quarter or even a year, and our thinking at this point is that Choice cannot avoid its impact as a corollary to the damage done to library funding.

Table 2: Choice Unit Revenues

January 2020							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	528,021	546,215	18,194	3.45%	513,615	32,600	6.35%
Advertising/Sponsored Content	228,312	248,321	20,009	8.76%	213,748	34,573	16.17%
Webinars	66,406	74,800	8,394	12.64%	35,150	39,650	112.80%
Royalties	213,000	178,512	(34,488)	-16.19%	130,898	47,614	36.37%
Other \$	36,250	27,635	(8,615)	-23.77%	32,869	(5,234)	-15.92%
<b>Total Revenue</b>	<b>1,071,989</b>	<b>1,075,483</b>	<b>3,494</b>	<b>0.33%</b>	<b>926,280</b>	<b>149,203</b>	<b>16.11%</b>

**SUBSCRIPTIONS:** Subscription revenue is running over \$18K ahead of budget, and twice that of last year, in part on the surprising strength of *Choice* magazine thus far (+\$11K) and the timing of payments from ProQuest for *Resources for College Libraries* (+\$15K). Given that the RCL issue is simply one of calendarization (note that we are actually down year-over-year), we are nonetheless encouraged to see the magazine holding its own against prior year. The improvement against prior year for *Choice Reviews* is misleading, caused simply by the fact that ALA Finance did not report our earned income for that publication during February 2019.

Table 3: Subscriptions

January 2020							
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	160,983	171,998	11,015	6.84%	172,124	(126)	-0.07%
Choice cards	37,751	36,476	(1,275)	-3.38%	40,230	(3,754)	-9.33%
Subtotal Choice Print	198,734	208,474	9,740	4.90%	212,354	(3,880)	-1.83%
Choice Reviews	276,881	269,026	(7,855)	-2.84%	221,280	47,746	21.58%
Total Choice	475,615	477,500	1,885	0.40%	433,634	43,866	10.12%
ccAdvisor	15,625	16,586	961	6.15%	23,076	(6,490)	-28.12%
Resources for College Libraries	36,781	52,129	15,348	41.73%	56,905	(4,776)	-8.39%
<b>TOTAL SUBSCRIPTIONS</b>	<b>528,021</b>	<b>546,215</b>	<b>18,194</b>	<b>3.45%</b>	<b>513,615</b>	<b>32,600</b>	<b>6.35%</b>

As previously noted in these reports, revenue from libraries (i.e., subscriptions) continues to fall as a percentage of total Choice revenue, increasingly replaced by revenue from advertisers and sponsors.

#### ADVERTISING AND SPONSORSHIPS:

Thus far this year, advertising and sponsored content (webinars, white papers, podcasts, newsletters, and eblasts) have been sources of strength for Choice. Gross magazine advertising is running ahead of budget (+19K), and *Choice Reviews* is beating budget by an appreciable margin (\$34K), but this figure, too, is misleading inasmuch as it includes FY19 revenue that ALA Finance did not report for that fiscal year. Not to look a gift horse in the mouth, however; FY20 advertising revenue is the beneficiary of this error.

Webinar revenue is also performing well. As with all our advertising streams, we have the benefit of being able to see total bookings, billed and prebilled, through the end of the year, and for webinars the FY20 outlook is very strong. Bookings through the end of the fiscal year are approaching \$200K, almost \$30K ahead of last year and some \$9K ahead of our ambitious budget of \$187,500 in gross sales. Other

elements of our content marketing program were below budget by some \$30K in January but have since rebounded. White paper bookings of \$48K (\$18K better than budget) are slated for this summer, and podcasts are on track to finish the year at \$32K, or about \$10K ahead of budget. Newsletters and eblasts are lagging our full-year budget by \$28K, but the strength of the other content-marketing lines means that we should finish FY20 almost exactly on budget for content marketing overall.

Taken as a whole, and particularly in light of the very large audiences we are attracting (year-to-date webinar registrants: 15,851; podcast listener sessions: 23,012; white paper downloads: 4,286; newsletter subscribers: 13,691), our content marketing program represents a growth area for Choice.

Having said that, I should point out that the massive disruptions of COVID-19 are now causing advertisers and sponsors to reassess their ad spend for the remainder of the year. So far, cancellations of existing contracts have been minimal (approx. \$6K), but as of the end of March the sales manager is reporting that new bookings have all but disappeared.

**Table 4: Advertising and Sponsorships**

January 2020							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	119,375	136,304	16,929	14.18%	139,317	(3,013)	-2.2%
Choice Reviews	11,937	45,465	33,528	280.87%	55,060	(9,595)	-17.4%
Content Marketing	95,015	67,075	(27,940)	-29.41%	16,296	50,779	311.6%
ccAdvisor	4,973	3,384	(1,589)	-31.95%	4,703	(1,319)	-28.0%
Total	231,300	252,228	20,928	9.05%	215,376	36,852	17.1%
Webinars	63,418	70,893	7,475	11.79%	33,522	37,371	111.5%
TOTAL ADVERT & SPONSHIPS	294,718	323,121	28,403	9.64%	248,898	74,223	29.8%

**LICENSING:** Elsewhere in revenue, royalty income lags budget by almost \$35K because of timing, in this case, the later-than-anticipated arrival of some \$30K in licensing revenue from OCLC. However, licensing revenue is fairly predictable, and despite these timing issues, we expect to meet budget for the year.

**Table 5: Licensing**

January 2020							
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	417	366	(51)	-12.23%	100	266	266.00%
Choice reviews	212,583	170,146	(42,437)	-19.96%	130,798	39,348	30.08%
RCL	0	8,000	8,000	#DIV/0!	0	8,000	#DIV/0!
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	213,000	178,512	(34,488)	-16.19%	130,898	47,614	36.37%

## EXPENSES

Finally, we have our expenses well in hand, finishing January \$60K ahead of budget and \$150K better than a year ago. Payroll is down year-over-year owing to a reduction in force and an unbudgeted termination, and the \$61K improvement to budget in publication-related expenses is largely on account of the fact that we have only recently begun spending on the relaunch of Choice360. This project is in full swing as of this writing, and our projections at this point are that we will come in about \$15K below

budget on that project. Fingers crossed. That aside, we are at or close to budget in all other spending categories.

**Table 6: Direct Expenses**

January 2020							
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	655,356	651,591	3,765	0.57%	769,281	117,690	15.30%
Outside Services	87,021	94,913	(7,892)	-9.07%	102,486	7,573	7.39%
Travel and Related	17,800	9,321	8,479	47.63%	18,840	9,519	50.53%
Meetings and Conferences	5,500	1,250	4,250	77.27%	1,735	485	27.95%
Publication-related	165,746	104,529	61,217	36.93%	108,023	3,494	3.23%
Operating	108,247	119,162	(10,915)	-10.08%	132,298	13,136	9.93%
<b>TOTAL DIRECT EXPENSES</b>	<b>1,039,670</b>	<b>980,766</b>	<b>58,904</b>	<b>5.67%</b>	<b>1,132,663</b>	<b>151,897</b>	<b>13.41%</b>

Based on our full-year projections at this point, we are forecasting overhead payment to the General Fund of \$346,000, about \$4,000 below budget.

**This page included to accommodate double-sided printing.**

ACRL 2nd Quarter FY20  
Budget Report

Typically, in June the Board would review the 3rd-quarter memo with data through April or May. However, ALA's finance office can only provide financial data through January 2020 so we are including the 2nd-quarter memo again.

	A	B	C	D	E	F	G	H	I
1	4/2/2020 10:30	FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
3			Budget	Jan. Actual	Budget	Budget	Jan. Actual	Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,311,824	\$3,311,824	\$3,311,824	\$0	0.00%	\$4,687,947	(\$1,376,123)	-29.35%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,954,016	\$4,954,016	\$4,954,016	\$0	0.00%	\$4,180,025	\$773,991	18.52%
7	Reserve Sept. 1: CHOICE Fund	\$2,571,980	\$2,571,980	\$2,571,980	\$0	0.00%	\$2,926,294	(\$354,314)	-12.11%
8	Reserve Sept. 1: CHOICE LTI Fund	\$538,536	\$538,536	\$538,536	\$0	0.00%	\$572,349	(\$33,813)	-5.91%
9									
10	Subtotal	\$11,376,356	\$11,376,356	\$11,376,356	\$0	0.00%	\$12,366,615	(\$990,259)	-8.01%
11	ACRL LTI Net Interest (not inc. awards)	\$87,683	\$21,921	\$222,839	\$200,919	916.57%	\$332,612	(\$109,773)	-33.00%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$611,284	\$254,702	\$246,389	(\$8,312)	-3.26%	\$259,229	(\$12,840)	-4.95%
15	Standards & Licensing Fees	\$102,500	\$23,792	\$40,484	\$16,692	70.16%	\$6,689	\$33,795	505.23%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
17	Awards	\$16,600	\$0	\$500	\$500	N/A	\$0	\$500	N/A
18	Special Events	\$15,125	\$2,400	\$2,500	\$100	4.17%	\$50	\$2,450	4900.00%
19	Diversity Alliance	\$24,000	\$10,000	\$12,500	\$2,500	25.00%	\$15,000	(\$2,500)	-16.67%
20	Subtotal	\$769,509	\$290,893	\$302,373	\$11,480	3.95%	\$280,968	\$21,405	7.62%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,645,629	\$1,071,991	\$1,075,481	\$3,490	0.33%	\$926,279	\$149,202	16.11%
24	C&RL	\$16,200	\$6,667	\$9,718	\$3,051	45.76%	\$7,286	\$2,432	33.39%
25	C&RL News	\$564,657	\$227,266	\$236,175	\$8,909	3.92%	\$228,339	\$7,836	3.43%
26	RBM	\$27,373	\$13,494	\$14,585	\$1,091	8.09%	\$7,863	\$6,722	3.82%
27	Nonperiodical Publications	\$379,380	\$153,602	\$133,786	(\$19,816)	-12.90%	\$175,789	(\$42,003)	-116.27%
28	Library Statistics	\$157,809	\$48,595	\$39,215	(\$9,379)	-19.30%	\$36,126	\$3,089	8.55%
29									
30	Subtotal	\$3,791,048	\$1,521,615	\$1,508,961	(\$12,654)	-0.83%	\$1,381,682	\$127,279	9.21%
31									
32	EDUCATION								
33	*Institutes	\$207,214	\$0	\$0	\$0	N/A	(\$427)	\$427	N/A
34	ACRL Conference	(\$24,000)	(\$10,000)	(\$1,895)	\$8,105	-81.05%	(\$15,890)	\$13,995	-88.07%
35	Pre-Conferences & Workshops	\$367,305	\$63,372	\$32,500	(\$30,872)	-48.72%	\$64,750	(\$32,250)	-49.81%
36	Annual Conference Programs	\$16,000	\$0	\$500	\$500	N/A	\$1,500	(\$1,000)	N/A
37	Web-CE	\$90,570	\$34,158	\$26,629	(\$7,529)	-22.04%	\$20,155	\$6,474	32.12%
38									
39	Subtotal	\$657,089	\$87,530	\$57,734	(\$29,796)	-34.04%	\$70,088	(\$12,354)	-17.63%
48									
49	TOTAL REVENUE	\$5,217,646	\$1,900,038	\$1,869,068	(\$30,969)	-1.63%	\$1,732,738	\$136,330	7.87%
50	CHOICE REVENUE	\$2,645,629	\$1,071,991	\$1,075,481	\$3,490	0.33%	\$926,279	\$149,202	16.11%
51									
52	TOTAL REV. W/O CHOICE	\$2,572,017	\$828,047	\$793,587	(\$34,460)	-4.16%	\$806,460	(\$12,873)	-1.60%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,596,017	\$838,047	\$795,482	(\$42,564)	-5.08%	\$790,570	\$4,912	0.62%

ACRL 2nd Quarter FY20  
Budget Report

	A	B	C	D	E	F	G	H	I
55									
56		FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
58	MEMBERSHIP ACTIVITIES		Budget	Jan. Actual	Budget	Budget	Jan. Actual	Year Actual	Year Actual
59	Membership Services*	(\$27,918)	\$48,230	\$11,948	(\$36,281)	-75.23%	\$60,539	(\$48,591)	-80.26%
60	Exec. Cttee. & Board	\$231,143	\$91,254	\$58,753	(\$32,501)	-35.62%	\$68,747	(\$9,994)	-14.54%
61	Advisory	\$87,424	\$33,248	\$40,525	\$7,277	21.89%	\$12,684	\$27,841	219.49%
62	Standards	\$14,454	\$1,368	\$68	(\$1,299)	-95.00%	\$1,636	(\$1,568)	-95.82%
63	Awards	\$50,160	\$13,417	\$0	(\$13,417)	-100.00%	\$1,245	(\$1,245)	-100.00%
64	Chapters	\$33,659	\$12,232	\$538	(\$11,694)	-95.60%	\$1,471	(\$933)	-63.43%
65	Committees	\$171,569	\$59,601	\$25	(\$59,576)	-99.96%	\$0	\$25	N/A
66	Sections	\$138,420	\$41,367	\$2,681	(\$38,686)	-93.52%	\$1,293	\$1,388	107.31%
67	C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
68	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
69	Liaisons to Higher Ed. Organizations	\$56,695	\$24,761	\$9,145	(\$15,616)	-63.07%	\$4,116	\$5,029	122.18%
70	Special Events	\$23,195	\$5,693	\$6,736	\$1,043	18.31%	\$2,672	\$4,064	152.10%
71	Information Literacy	\$15,933	\$1,042	\$9,390	\$8,348	801.44%	\$26,500	(\$17,110)	-64.57%
72	Scholarly Communications	\$142,642	\$62,711	\$49,392	(\$13,319)	-21.24%	\$16,724	\$32,668	195.34%
73	Value of Academic Libraries	\$101,370	\$24,774	\$1,218	(\$23,556)	-95.08%	\$5,300	\$3,184	60.08%
74	Government Relations	\$55,153	\$19,167	\$8,484	(\$10,682)	-55.73%	\$17,000	(\$14,500)	-85.29%
75	Scholarships	\$43,000	\$0	\$2,500	\$2,500	N/A	\$0	\$2,500	N/A
76	Annual Conference Programs	\$59,176	\$5,422	\$14	(\$5,408)	-99.74%	\$0	\$14	N/A
77	Diversity Alliance	\$68,016	\$30,273	\$150	(\$30,123)	-99.50%	\$2,217	(\$2,067)	-93.23%
78	New Roles Changing Landscapes	\$19,280	\$8,499	\$3,375	(\$5,124)	-60.29%	\$0	\$3,375	N/A
79	Project Outcome	\$204,492	\$83,415	\$47,755	(\$35,660)	-42.75%	\$0	\$47,755	N/A
80	Subtotal	\$1,487,863	\$566,472	\$252,698	(\$313,775)	-55.39%	\$222,144	\$30,554	13.75%
81	SPECIAL PROJECTS								
82	Friends of ACRL–Restricted	\$0	\$0	\$0	\$0	N/A	\$35	(\$35)	N/A
83	Friends of ACRL–Operating	\$59,106	\$22,803	\$794	(\$22,010)	-96.52%	\$1,054	(\$260)	-24.69%
84									
85									
86	Subtotal	\$59,106	\$22,803	\$794	(\$22,010)	-96.52%	\$1,089	(\$295)	-27.11%
87									
88	PUBLICATIONS								
89	CHOICE	\$2,654,850	\$1,185,798	\$1,128,767	(\$57,031)	-4.81%	\$1,273,135	(\$144,368)	-11.34%
90	C&RL	\$59,531	\$18,302	\$6,969	(\$11,333)	-61.92%	\$5,065	\$1,904	37.58%
91	C&RL News	\$604,671	\$219,430	\$132,681	(\$86,748)	-39.53%	\$95,774	\$36,907	38.54%
92	RBM	\$23,080	\$7,449	\$7,419	(\$30)	-0.40%	\$5,431	\$1,988	36.60%
93	Nonperiodical Publications	\$347,828	\$125,580	\$55,802	(\$69,778)	-55.56%	\$53,222	\$2,580	4.85%
94	Library Statistics	\$97,003	\$79,332	\$6,440	(\$72,892)	-91.88%	\$31,567	(\$25,127)	-79.60%
95									
96	Subtotal	\$3,786,963	\$1,635,890	\$1,338,078	(\$297,812)	-18.20%	\$1,464,194	(\$126,116)	-8.61%
97									
98	EDUCATION								
99	Institutes	\$215,892	\$8,601	\$972	(\$7,629)	-88.70%	\$5,247	(\$4,275)	-81.47%
100	ACRL Conference	\$314,954	\$129,209	\$28,705	(\$100,505)	-77.78%	\$28,120	\$585	2.08%
101	Pre-Conf & Workshops	\$361,432	\$142,750	\$12,819	(\$129,931)	-91.02%	\$34,637	(\$21,818)	-62.99%
102	Web-CE	\$77,640	\$26,725	\$10,719	(\$16,006)	-59.89%	\$7,476	\$3,243	43.38%
103									
104	Subtotal	\$969,918	\$307,286	\$53,215	(\$254,071)	-82.68%	\$75,480	(\$22,265)	-29.50%
109									
110	**UNALLOCATED ADMIN. EXPENSES**	(\$156,355)	\$24,337	\$690,402	\$666,065	2736.86%	\$690,499	(\$97)	-0.01%
111	TOTAL EXPENSES	\$6,147,496	\$2,556,788	\$2,335,186	(\$221,603)	-8.67%	\$2,453,371	(\$118,185)	-4.82%
112	CHOICE EXPENSES	\$2,654,850	\$1,185,798	\$1,128,767	(\$57,031)	-4.81%	\$1,273,135	(\$144,368)	-11.34%
113									
114	TOTAL EXP. W/O CHOICE	\$3,492,645	\$1,370,990	\$1,206,419	(\$164,571)	-12.00%	\$1,180,237	\$26,182	2.22%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,177,691	\$1,241,780	\$1,177,714	(\$64,066)	-5.16%	\$1,152,116	\$25,598	2.22%

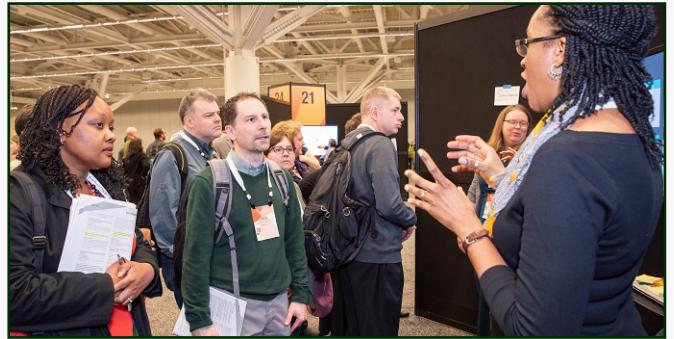
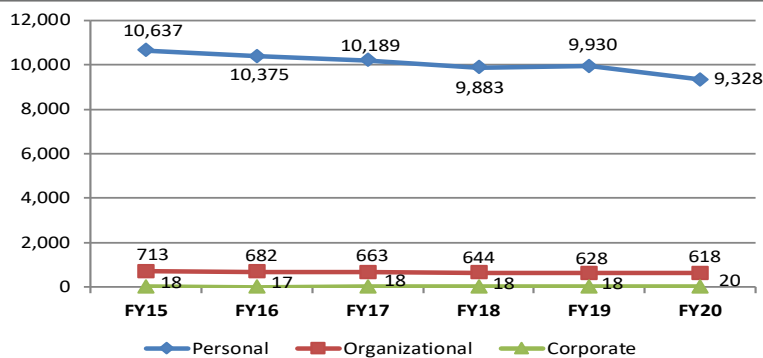
ACRL 2nd Quarter FY20  
Budget Report

	A	B	C	D	E	F	G	H	I
117									
118		FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
120		2nd Quarter	Budget	Jan. Actual	Budget	Budget	Jan. Actual	Year Actual	Year Actual
121	Net W/O CHOICE	(\$920,628)	(\$542,943)	(\$412,832)	\$130,112	-23.96%	(\$373,778)	(\$39,055)	10.45%
122	CHOICE Net	(\$9,221)	(\$113,807)	(\$53,286)	\$60,522	-53.18%	(\$346,856)	\$460,663	-132.81%
123	Added to CHOICE LTI Fund	(\$42,840)	\$0	\$0	\$0	N/A	\$0	\$293,570	N/A
124	CHOICE Ending Operating Balance	\$2,519,919	\$2,458,173	\$2,518,694	(\$60,522)	-2.46%	\$2,579,438	(\$60,744)	-2.35%
125	Added to ACRL LTI Fund	\$350,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
126	Ending net asset balance	\$2,041,196	\$2,768,881	\$2,898,992	\$130,112	4.70%	\$4,314,169	(\$1,415,177)	-32.80%
127	Mandated Operating Reserve	\$1,028,604	\$1,028,604	\$1,028,604	\$0	0.00%	\$933,236	\$95,369	10.22%
128	CHOICE Write Down						\$176,324		
129	*Note: Beginning in FY10, the Education category "Professional Development" has been renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment pro								
130	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.								
131	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.								
132	ENDING RESERVE LEVELS								
133	ACRL Operating Reserve Fund	\$2,041,196	\$2,768,881	\$2,898,992	\$130,111	4.70%	\$4,314,169	(\$1,415,177)	-32.80%
134	ACRL LTI Funds (including award endowments	\$5,047,572	\$4,977,405	\$5,190,401	\$212,996	4.28%	\$4,536,560	\$653,841	14.41%
135	CHOICE Ending Reserve Fund	\$2,519,919	\$2,458,173	\$2,518,694	\$60,522	2.46%	\$2,403,114	\$115,580	4.81%
136	CHOICE LTI Fund	\$597,935	\$542,676	\$558,897	\$16,221	2.99%	\$554,483	\$4,414	0.80%
137									
138									
139									
140									
141									
142	DEFINITIONS								
143	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								
144	as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.								
145	Lines 6 and 8 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
146	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.								
147	Line 14 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
148	Line 33 is the total revenue from the Immersion Institutes.								
149	Line 35 is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
150	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								
151	ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).								
152	Line 54 shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).								
153	Line 99 shows total expense from the Immersion Institutes.								
154	Line 104 shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
155	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),								
156	funded projects (Line 107), and unallocated administrative expenses (Line 110).								
157	Line 114 shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.								
158	Line 116 shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).								
159	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.								
160	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.								
161	Line 123 shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.								
162	Line 135 – CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
163	Line 127 shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.								
164	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								
165	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								
166	125, funds added to ACRL long-term investment.								
167	Line 127 – Mandated Operating Reserve								
168	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.								
169									
170									
171									
172									
173									
174									
175									
176									
177									
178									
179									
180									
181									
182									
183									
184									
185									
186									
187									
188									
189									
190									
191									
192									

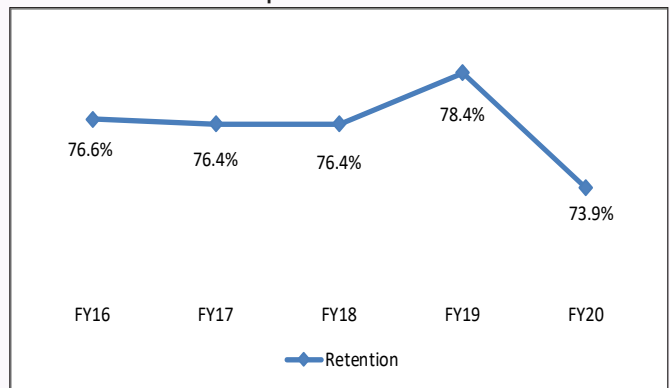
**This page included to accommodate double-sided printing.**

## Membership

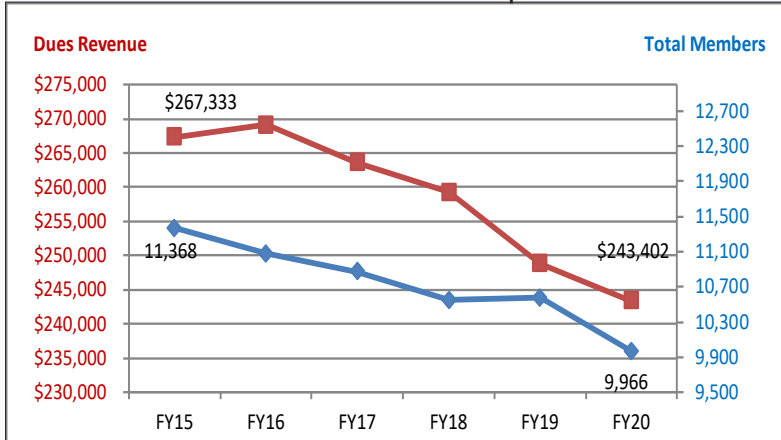
### 1. ACRL Membership Composition FY15–FY20



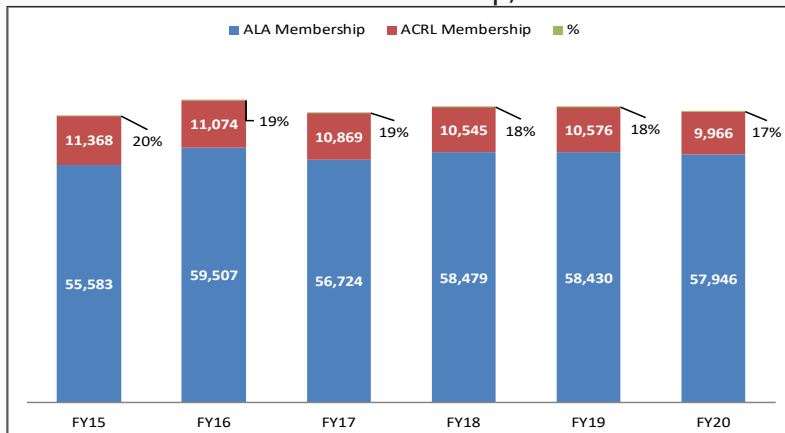
### 2. YTD Membership Retention Rates FY16–FY20



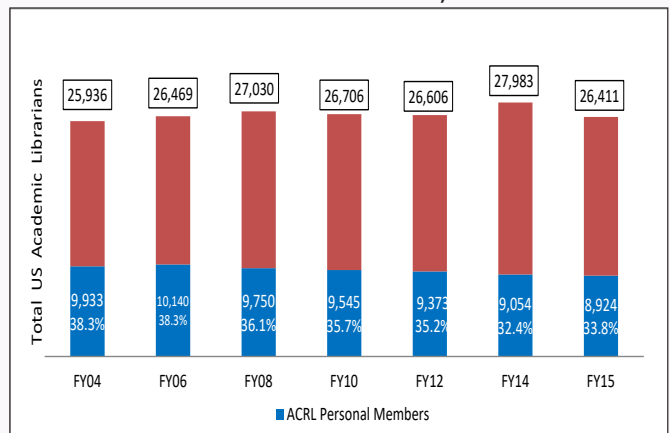
### 3. ACRL Dues Revenue & Membership FY15–FY20



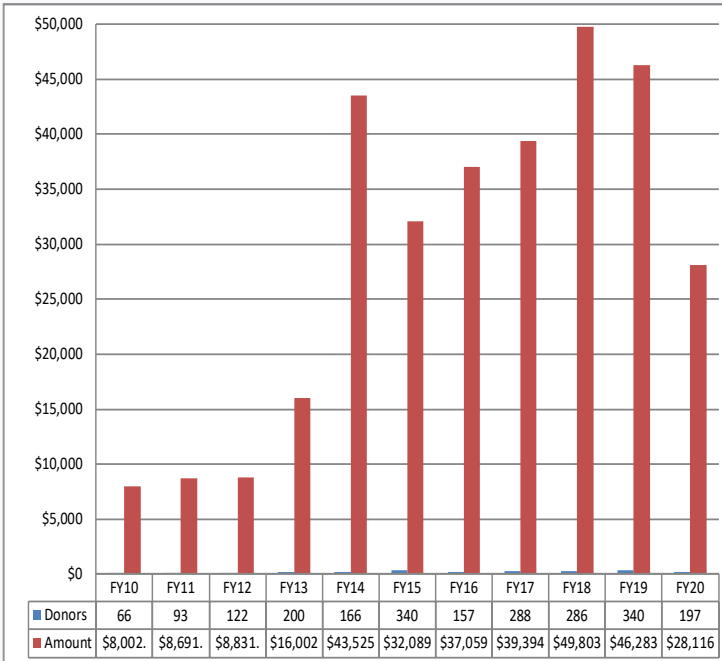
### 4. ALA vs ACRL Membership, FY15–FY20



### 5. ACRL Market Penetration, FY04–FY15



## 6. Friends of ACRL Donors & Donations

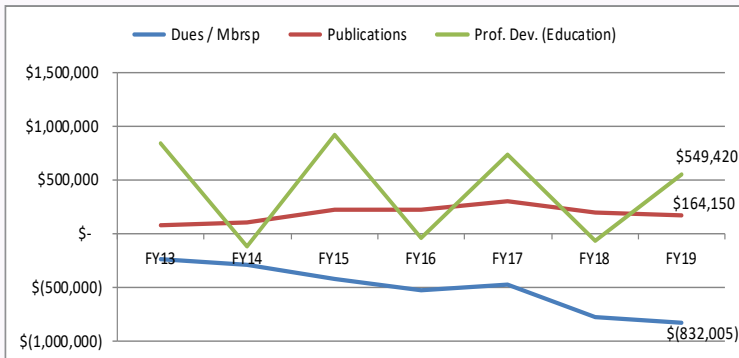


**FRIENDS**  
OF ACRL

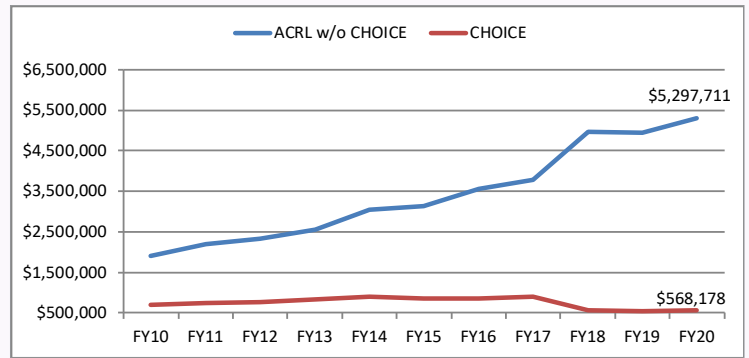
Chart 6: FY20 based on data through March 19, 2020.

## Budget

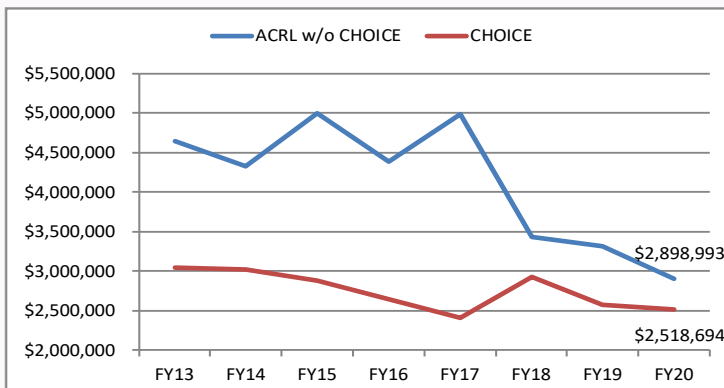
### 7. Net of Business Lines



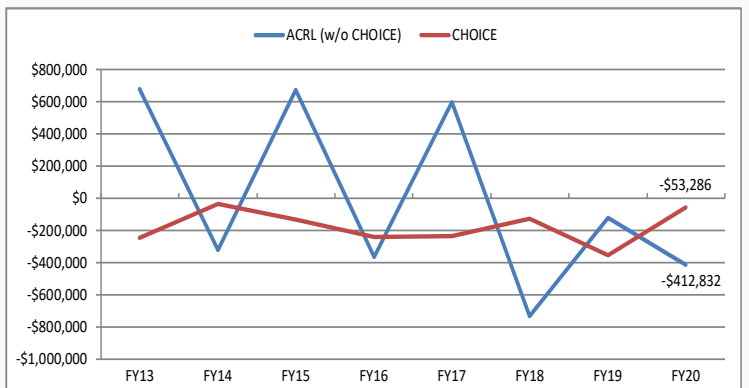
### 8. LTIs ACRL (inc. award endowments) & CHOICE



### 9. ACRL & CHOICE Net Asset Balance



### 10. ACRL & CHOICE Net Revenues

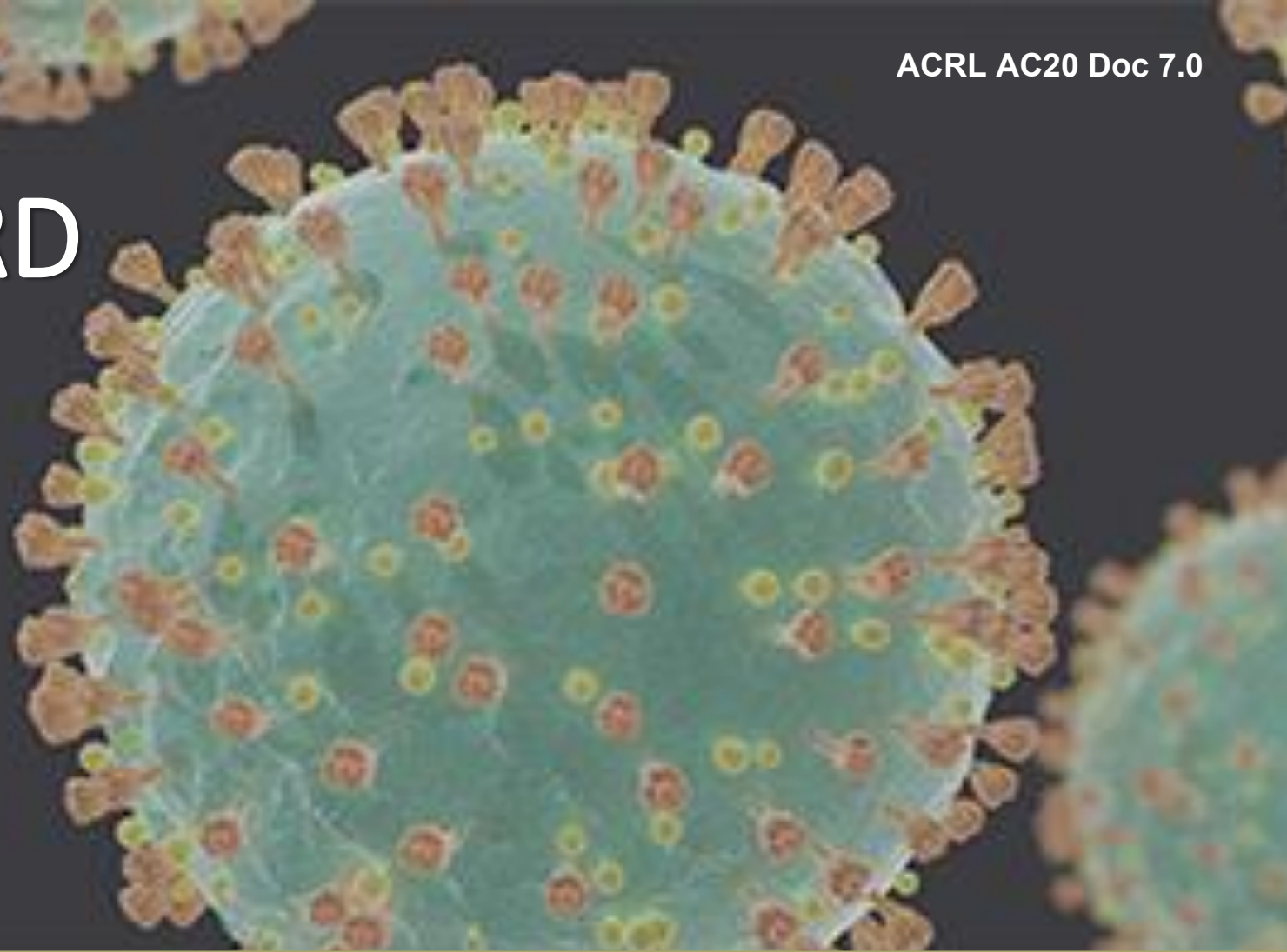


Charts 8-10: FY20 based on YTD January 31, 2020. Chart 8: FY18 includes \$350K Choice to ACRL transfer.

# MOVING FORWARD

Key Findings from New Libraries'  
COVID-19 Response Survey:  
Re-opening & Financial Results

June 12, 2020



# Re-opening Processes & Procedures

Nearly all respondents will have a combination of protocols in place, including:



## STAFFING

- **80%** Health and safety protocols for staff
- **73%** Phased re-opening of operations
- **30%** New or revised support services that require staffing (e.g., remote work, trauma response)



## SAFETY & SANITATION

- **80%** Sanitizing/quarantining materials
- **76%** Social distancing requirements for patrons
- **61%** Deep cleaning of interior spaces

# Re-opening Plans

1/3 of respondents reported draft form of plans

<b>26%</b>	No-contact checkout (e.g., curbside pickup, delivery)	<b>13%</b>	Quarantine materials
<b>22%</b>	Limiting number of people (e.g., by appointment only)	<b>12%</b>	Following external guidelines (e.g., state directives, school districts)
<b>19%</b>	Phased re-opening	<b>10%</b>	Virtual services (e.g., virtual programming, electronic materials)
<b>18%</b>	Social distancing (e.g., one-way aisles)	<b>8%</b>	Reduced hours
<b>17%</b>	Personal protective equipment	<b>7%</b>	Protective barriers (e.g., plexiglass shields)
<b>17%</b>	Limiting space or equipment (e.g., restrooms, toys, computers)	<b>6%</b>	Staffing modifications (e.g., remote work)
<b>15%</b>	Cleaning	<b>5%</b>	Personal hygiene (e.g., requiring hand sanitizer)

N=903

# Re-opening Processes & Procedures

Common themes (500+ plans)

- Tiered or phased re-opening; the number of phases varies from 3-6.
- Enhanced cleaning and protections for health and safety of staff and public, aligned with local or state guidance
- Quarantine of materials for 72 hours\*
- Audience is a factor in how plan documents are presented:
  - Staff-focused offer more detail and focus on process
  - Public-focused offer more detail about services and programs

\*Re-opening Archives, Libraries, and Museums (REALM): <https://www.oclc.org/en/covid-19.html>  
<http://www.ala.org/advocacy/planning-reopening-resources>

# Re-opening Processes & Procedures

Common themes (500+ plans)

***There are no standards for writing a reopening plan.***

Emerging best practices:

- support library workers
- build community resilience
- help advocate for libraries and colleagues in communities and institutions
- clearly layout thoughtful steps for resuming onsite library services
- plans are non-linear and adjust as health conditions change

# Re-opening Best Practices

**Collaboration:** joint efforts of library leadership, frontline staff, city agencies, etc.

*Public Libraries are faced with challenges every day, but we never expected a pandemic that threw so many challenges our way all at once. Working together, our community of users, staff, government agencies, and volunteers made the transition to a new way of working very seamless. When staff get to reimagine how they can do their work from home, and as we plan together for the future, amazing outcomes are realized.*

Honore Bray, Executive Director  
Missoula Public Library

# Re-opening Best Practices

**Staff wellbeing:** combined training, team building, and focus on self-care

*Our staff is our greatest resource. I have advocated on their behalf at every turn, communicating how our creative and innovative team quickly pivoted to working and teaching in virtual spaces – all while trying to take care of themselves and their families throughout this pandemic. To our team, I stressed the importance of first tending to their physical, mental, and emotional health. As we planned our phased re-opening approach, the safety of our team and our customers has been, and remains, my highest priority.*

Tonya Aikens, President & CEO  
Howard County Library System

# Re-opening Best Practices

**Communication:** outreach to the public, decision makers, business leaders, and community partners

*Whether onsite or remote, community is central to our mission and, to stay connected with all stakeholders, we created a detailed communications plan that includes staff, volunteers, community partners, patrons, local government, business, community leaders, and media.*


Susan Whittle, Director & Subregional Librarian  
Southwest Georgia Regional Library

# Re-opening Best Practices

**Training:** trauma-informed libraries to public, academic, and school libraries

*We knew early on during our weekly public library forums, that mental health concerns of patrons and staff needed to be addressed. It's imperative that staff feel comfortable talking about their own mental health concerns and have tools available to recognize and respond to mental health concerns of their patrons. All of us have experienced some trauma related to COVID-19. If there is something positive to come out of this pandemic, it's my hope that we focus on equipping our library staff with training that helps them address trauma within themselves and their communities.*


Robin Westphal, State Librarian  
Missouri State Library



# Current Financial Changes

## Most libraries' responses reflected *no major changes* to current staff-related finances

- **Benefits:** No major change (93%)
  - **Salaries:** No major change (88%)
  - **Staffing:** No major change (67%), but some or significant reduction (31%)
  - **Professional Development Budget:** No major change (55%), but 1/3 reported some or significant reduction
- 
- **Planned Hiring:** No major change (50%), but nearly half reported some or significant reduction (25%) or eliminated (23%)



# Current Financial Changes

## Most libraries' responses reflected some reductions to current operational finances

- **Print Collection Budget:** Split between no major change (49%) and some or significant reduction (46%)
  - **Resuming Operations:** Split between no major change (41%) and some or significant reduction (40%), with 12% reporting some increase
  - **Services:** Over half reported some or significant reduction (52%), but over 1/3 reported no major change (36%)
- 
- **Programs:** Over half reported some or significant reduction (52%) and 14% reported eliminated, with 29% reporting no major change



# Future Financial Changes

The percentage of libraries responding “no major change” decreased when reporting on future staff-related finances

- **Benefits:** No major change (85%)
  - **Salaries:** No major change (76%)
  - **Staffing:** No major change (57%), but some or significant reduction (40%)
  - **Professional Development Budget:** Over half reported some or significant reduction (52%), but over 1/3 reported no major change (36%)
- 
- **Planned Hiring:** No major change (40%), but over half reported some or significant reduction (37%) or eliminated (20%)



# Future Financial Changes

## Most libraries' responses reflected further reductions to future operational finances

- **Print Collection Budget:** Over half reported some or significant reduction (61%), but over 1/3 reported no major change (35%)
  - **Resuming Operations:** Nearly half reported some or significant reduction (44%), but over 1/3 reported no major change (37%) and 14% reported some increase
  - **Services:** Nearly half reported some or significant reduction (49%), but over 1/3 reported no major change (36%) and 12% reported some increase
- 
- **Programs:** Over half reported some or significant reduction (63%) and 24% reported no major change

A background image showing a person's hand holding a pen and writing in a spiral-bound notebook. The image is dimmed and serves as a backdrop for the text.

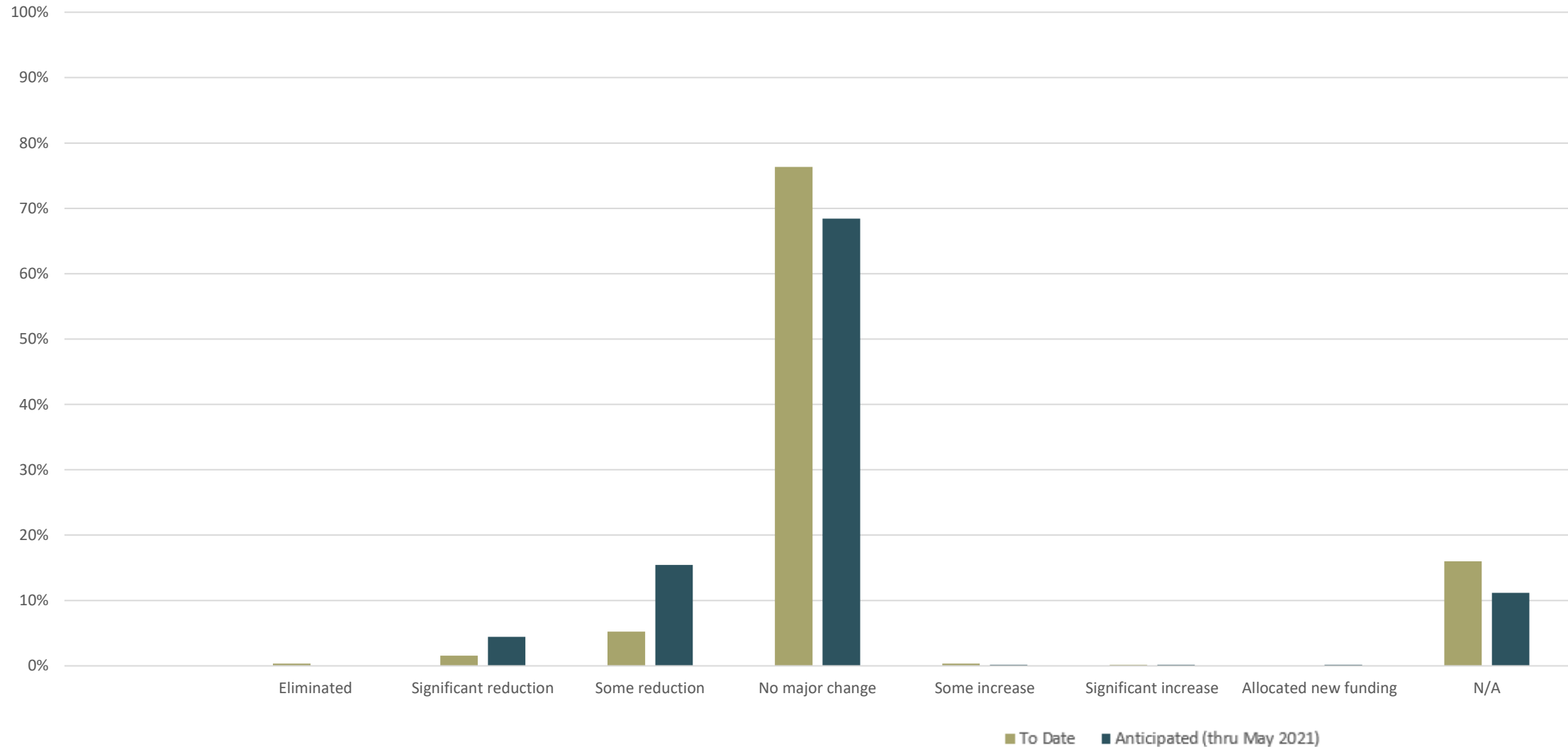
# Financial Changes to All Academic Libraries

*Breakouts by Carnegie Class Available Online*

# Academic Libraries

## Financial Changes to BENEFITS

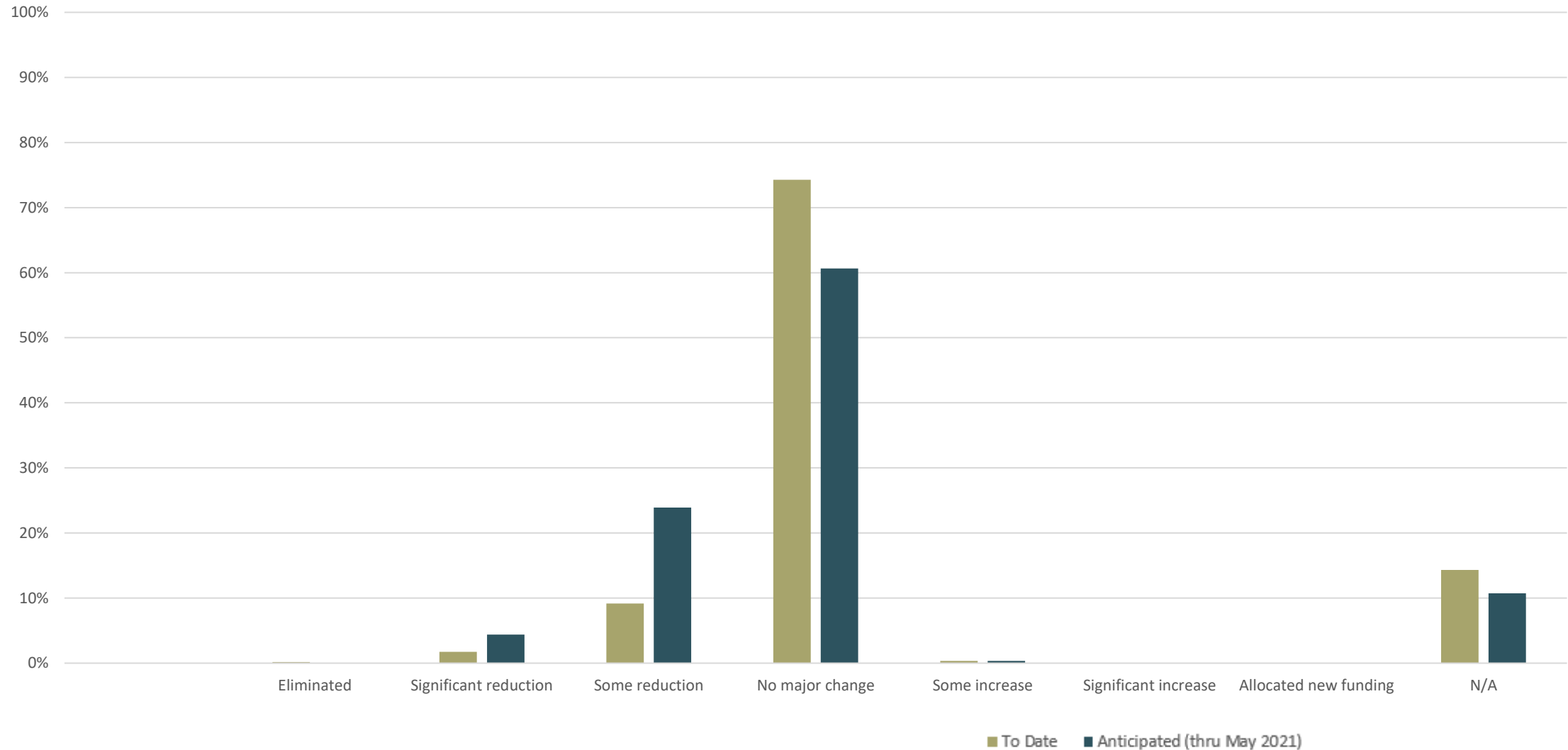
ACRL AC20 Doc 7.0  
To Date: N=575  
Anticipated: N=564



# Academic Libraries

## Financial Changes to SALARIES

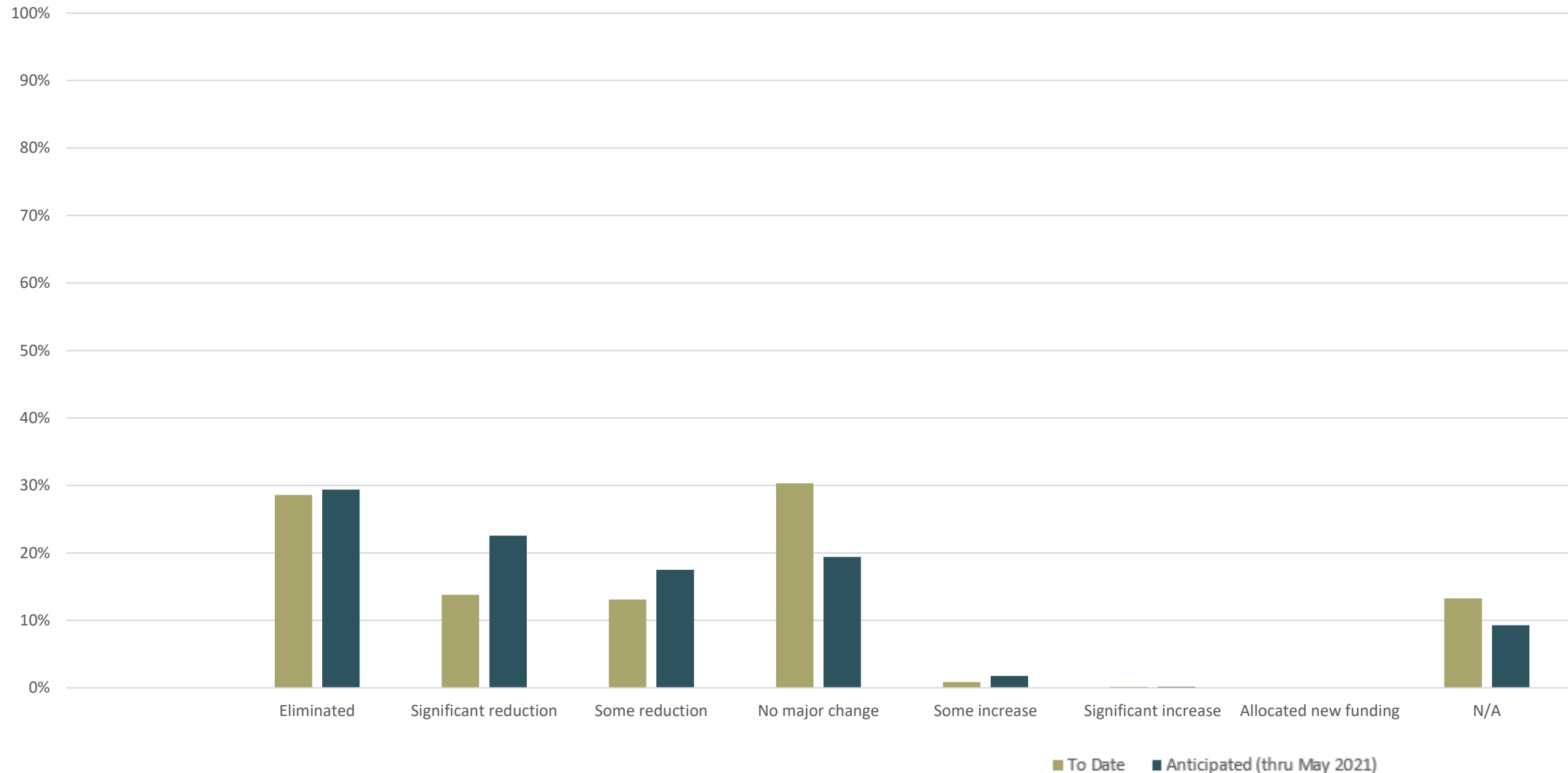
ACRL AC20 Doc 7.0  
To Date: N=579  
Anticipated: N=569



# Academic Libraries

## Financial Changes to PLANNED HIRING

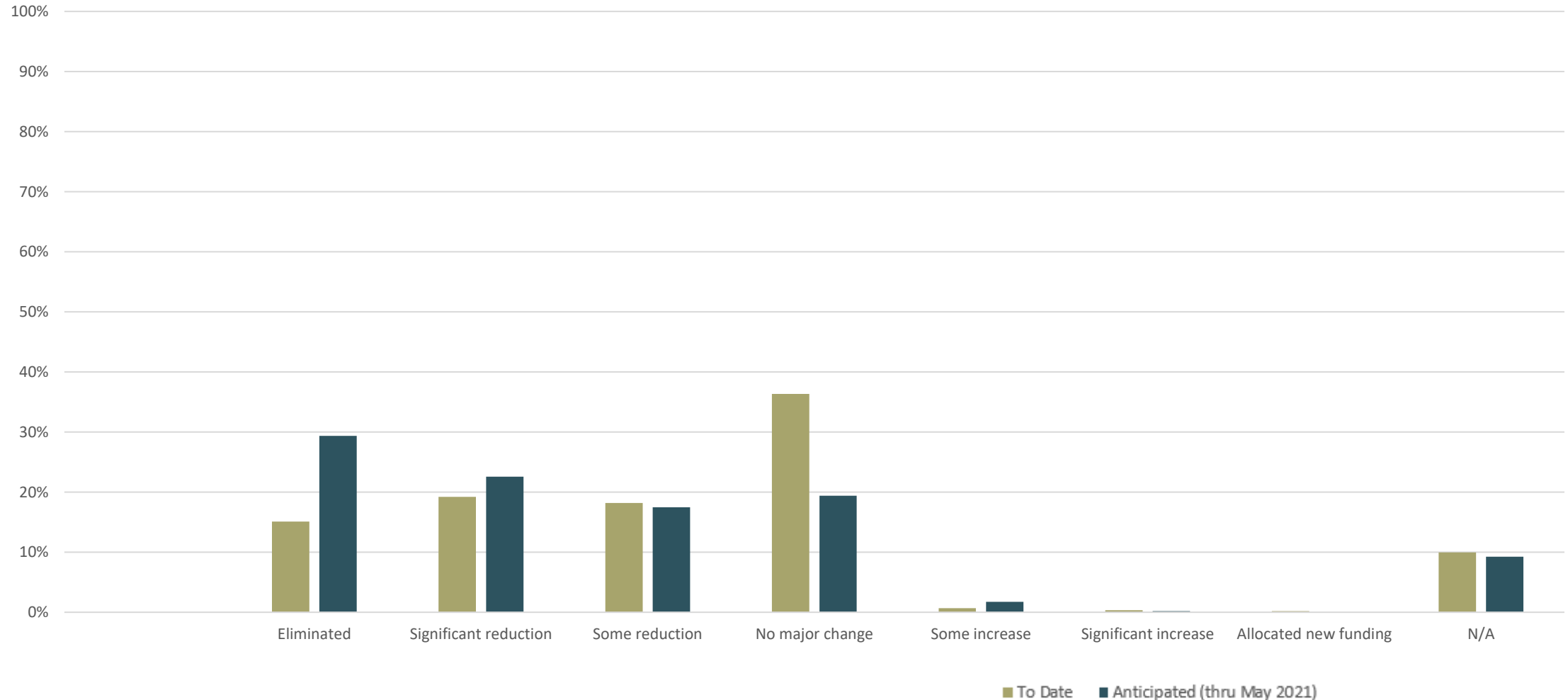
ACRL AC20 Doc 7.0  
To Date: N=581  
Anticipated: N=572



# Academic Libraries

## Financial Changes to PROFESSIONAL DEVELOPMENT

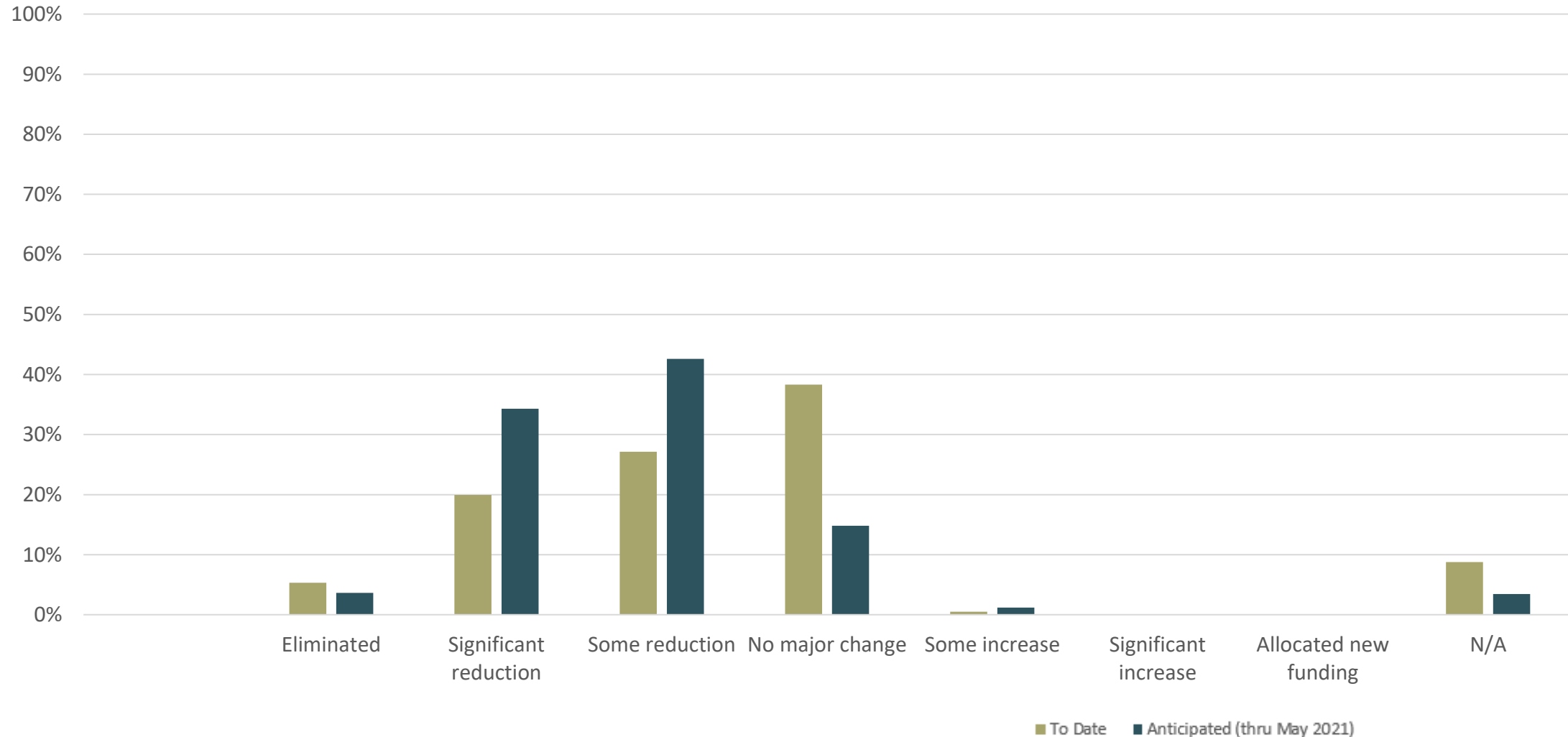
ACRL AC20 Doc 7.0  
To Date: N=583  
Anticipated: N=572



# Academic Libraries

## Financial Changes to PRINT COLLECTION

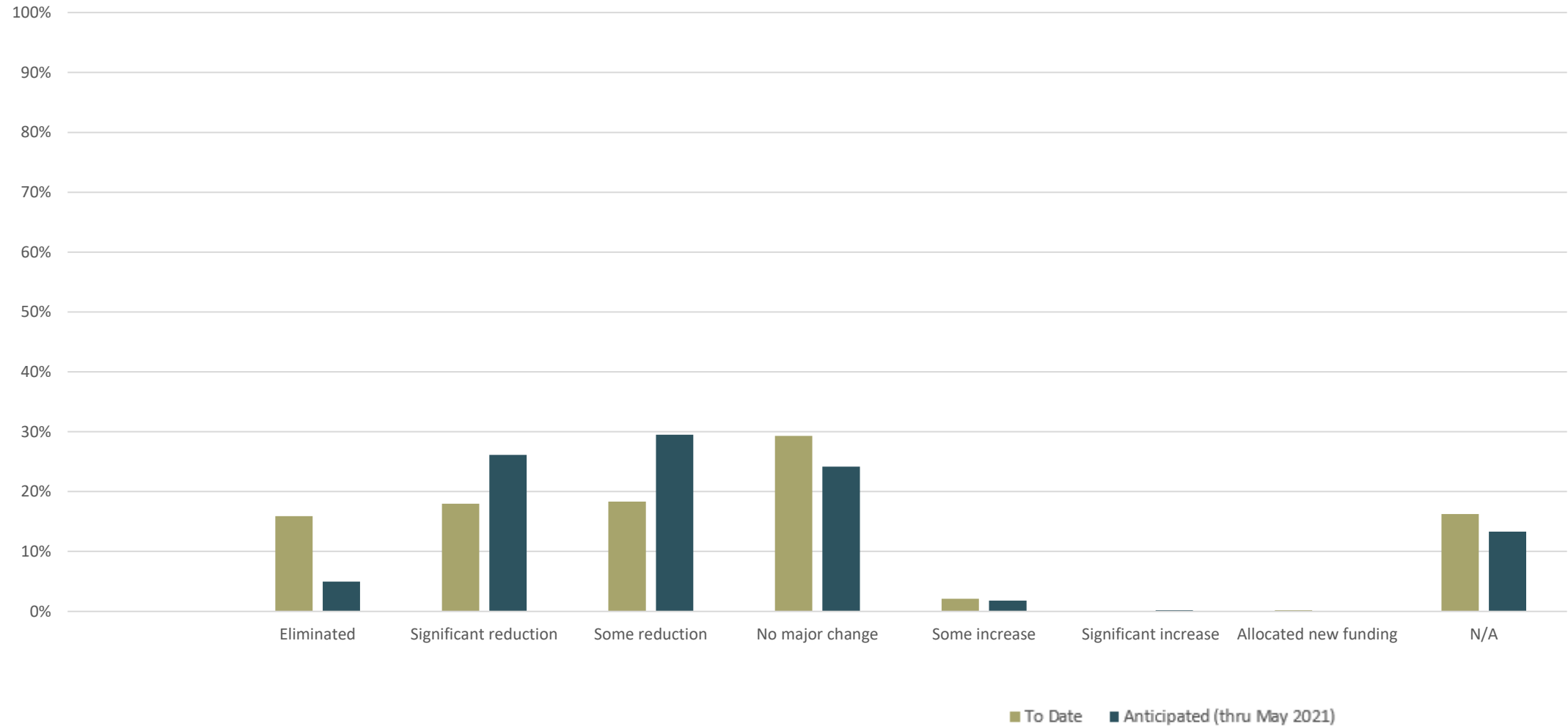
ACRL AC20 Doc 7.0  
To Date: N=582  
Anticipated: N=580



# Academic Libraries

## Financial Changes to PROGRAMS

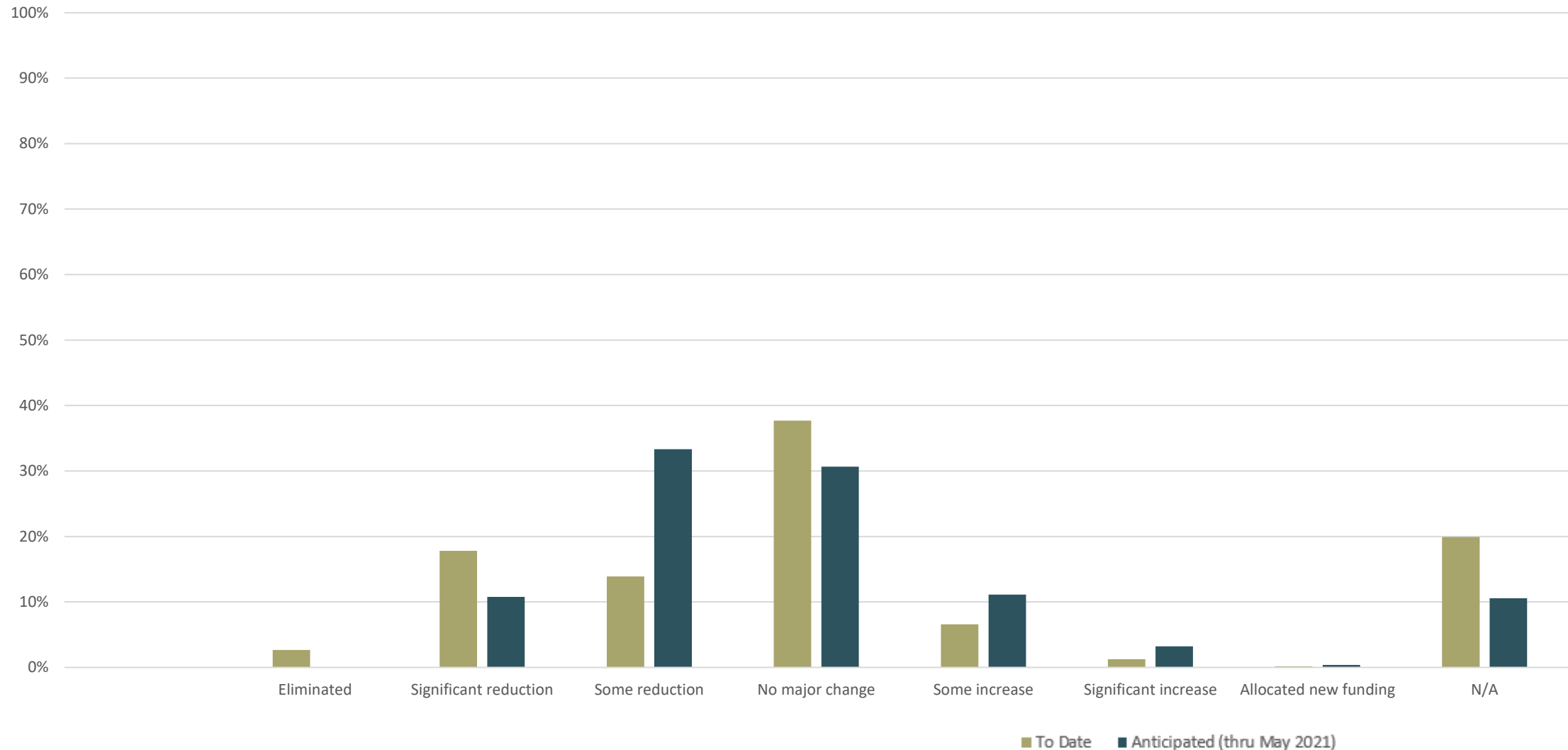
ACRL AC20 Doc 7.0  
To Date: N=573  
Anticipated: N=563



# Academic Libraries

## Financial Changes to RESUMING OPERATIONS

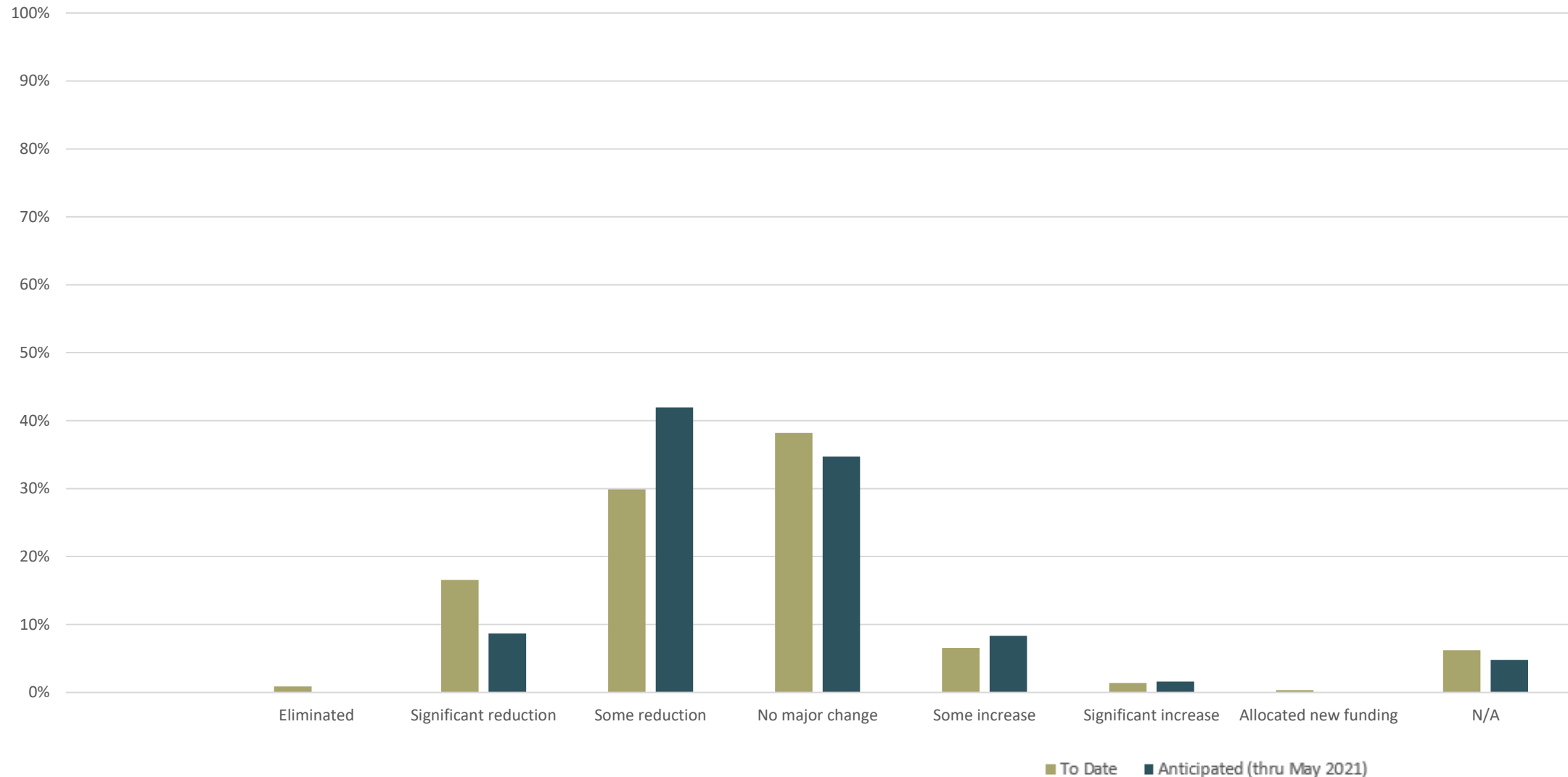
ACRL AC20 Doc 7.0  
To Date: N=567  
Anticipated: N=558



# Academic Libraries

## Financial Changes to SERVICES

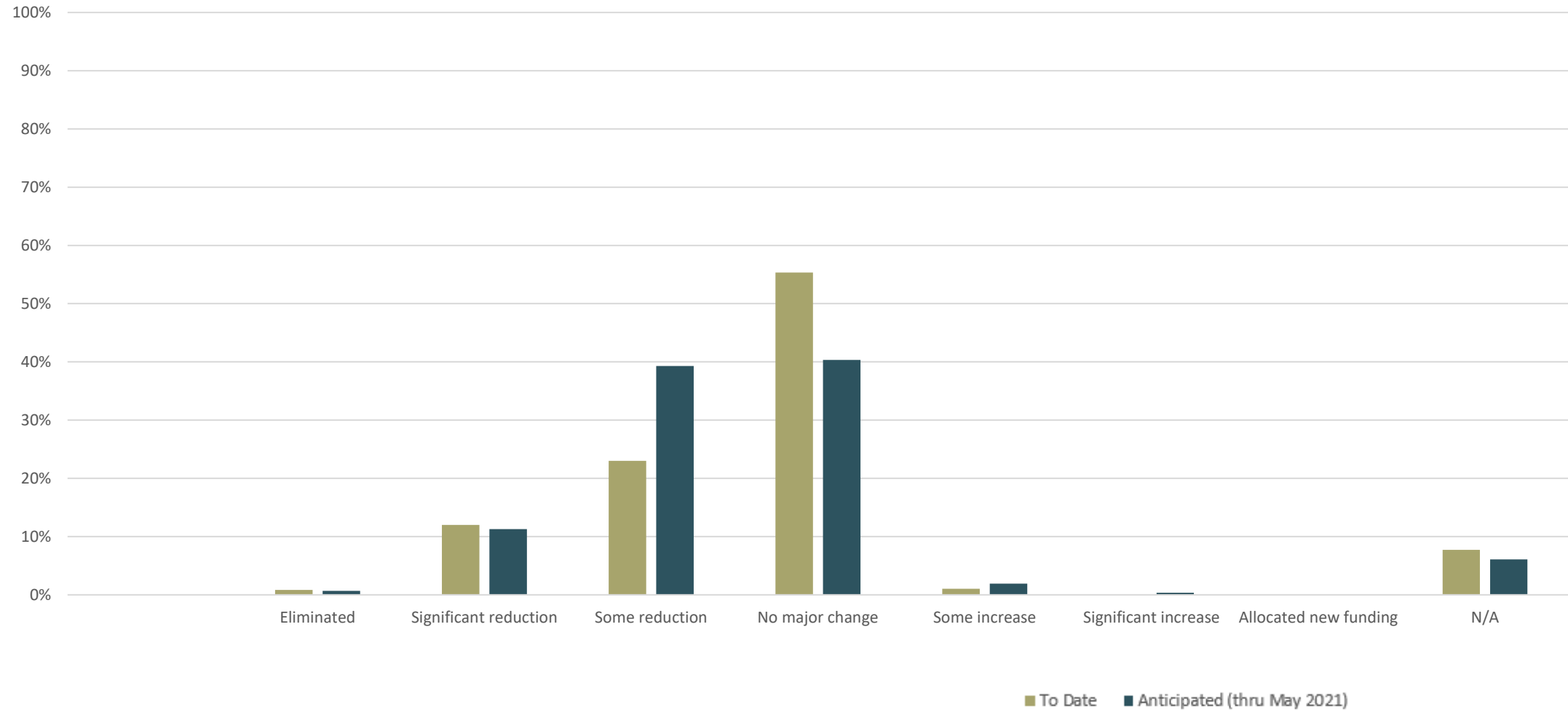
ACRL AC20 Doc 7.0  
To Date: N=584  
Anticipated: N=570



# Academic Libraries

## Financial Changes to STAFFING

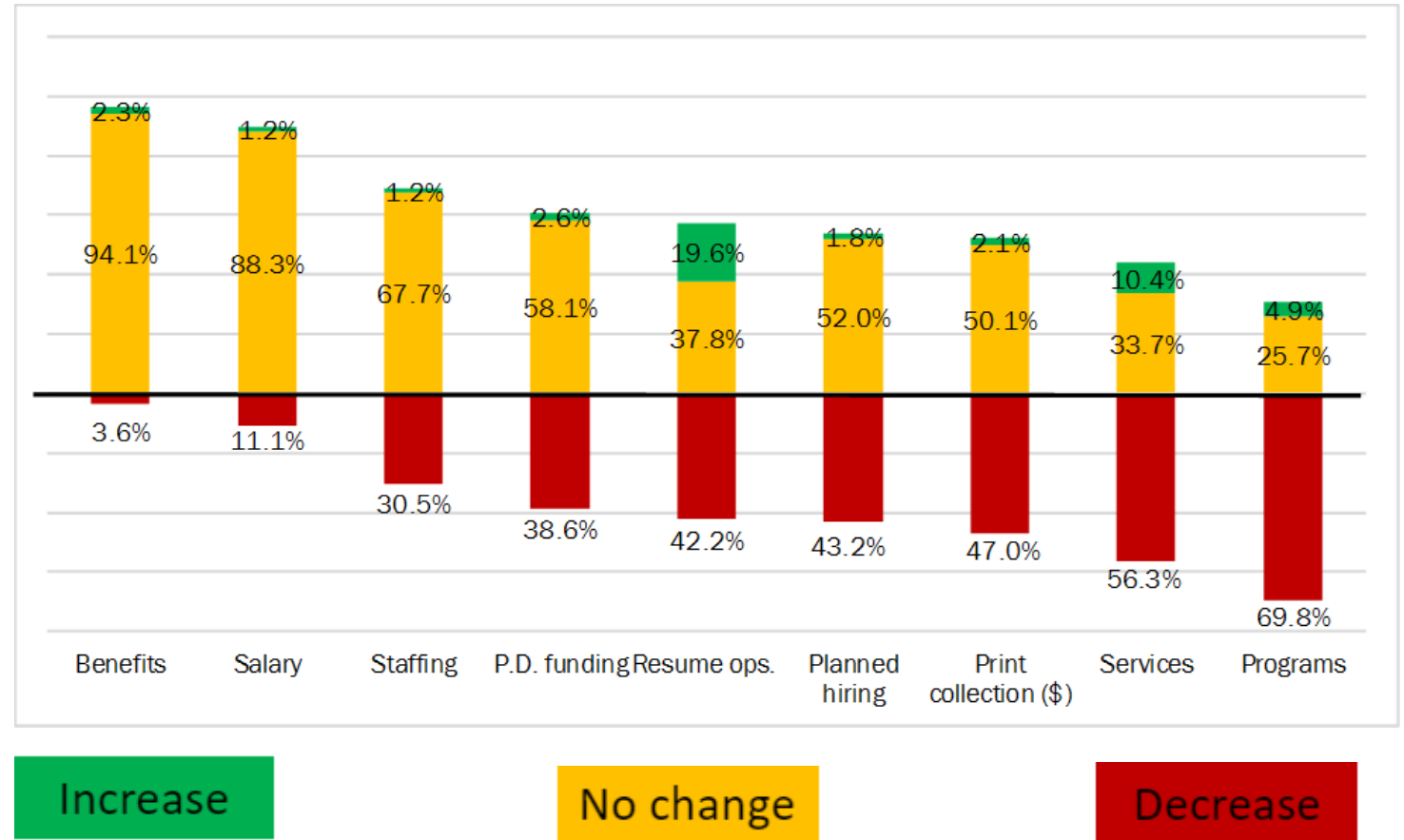
ACRL AC20 Doc 7.0  
To Date: N=582  
Anticipated: N=575



# Financial Changes to Public Libraries

# Public Library Financial Changes

What financial changes has the library made  
in response to the crisis to date?

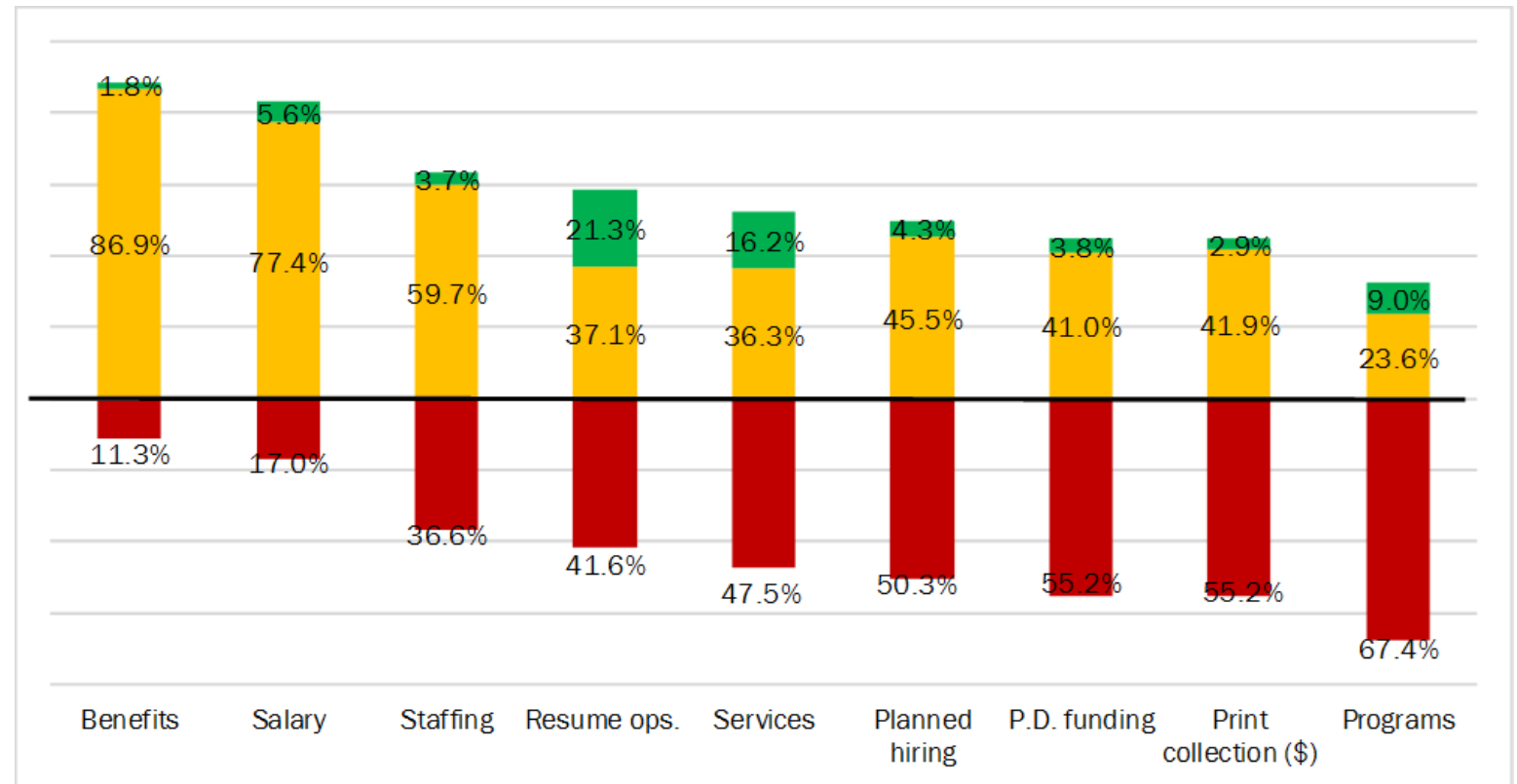


Developed by:



# Public Library Financial Changes

What financial changes do you anticipate being made by the library in response to the crisis *in the next 12 months*?



Increase

No change

Decrease

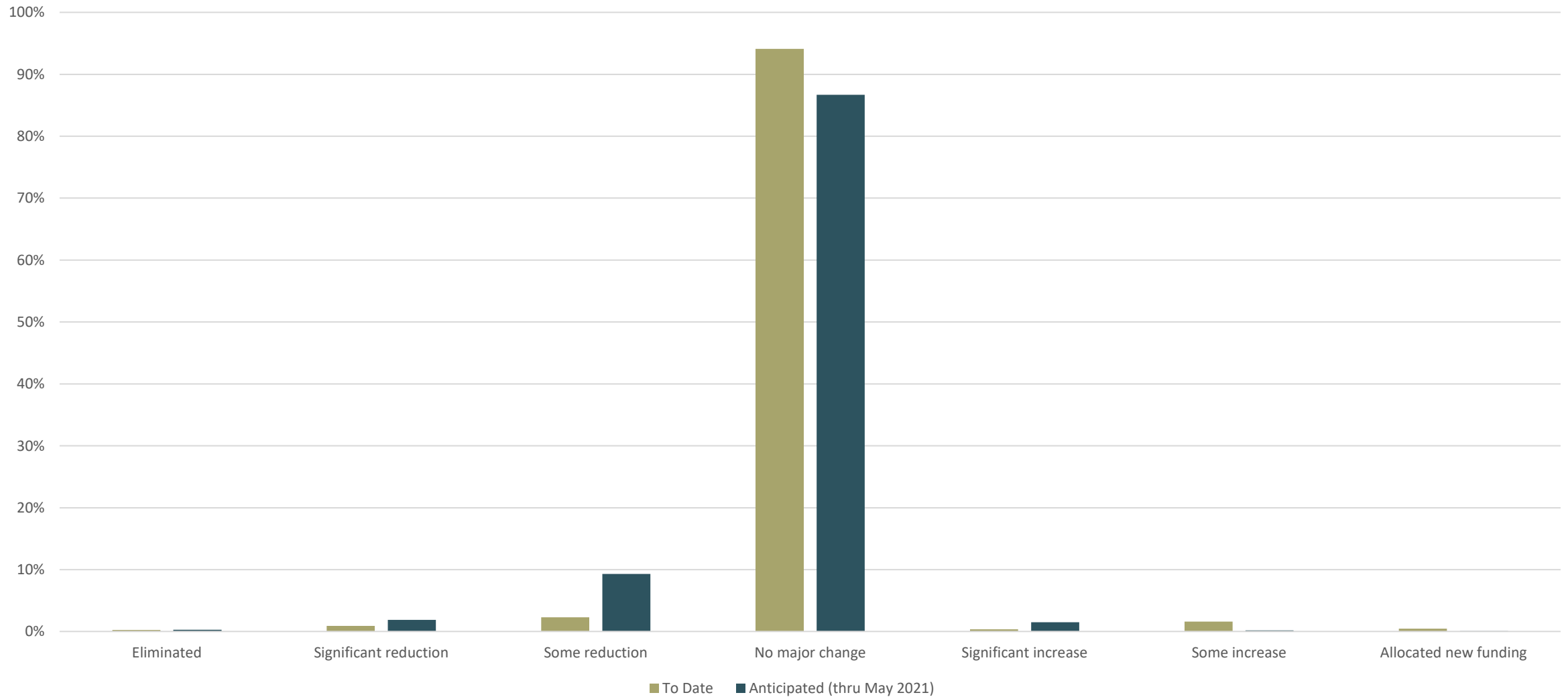
Developed by:



# Public Libraries

## Financial Changes to BENEFITS

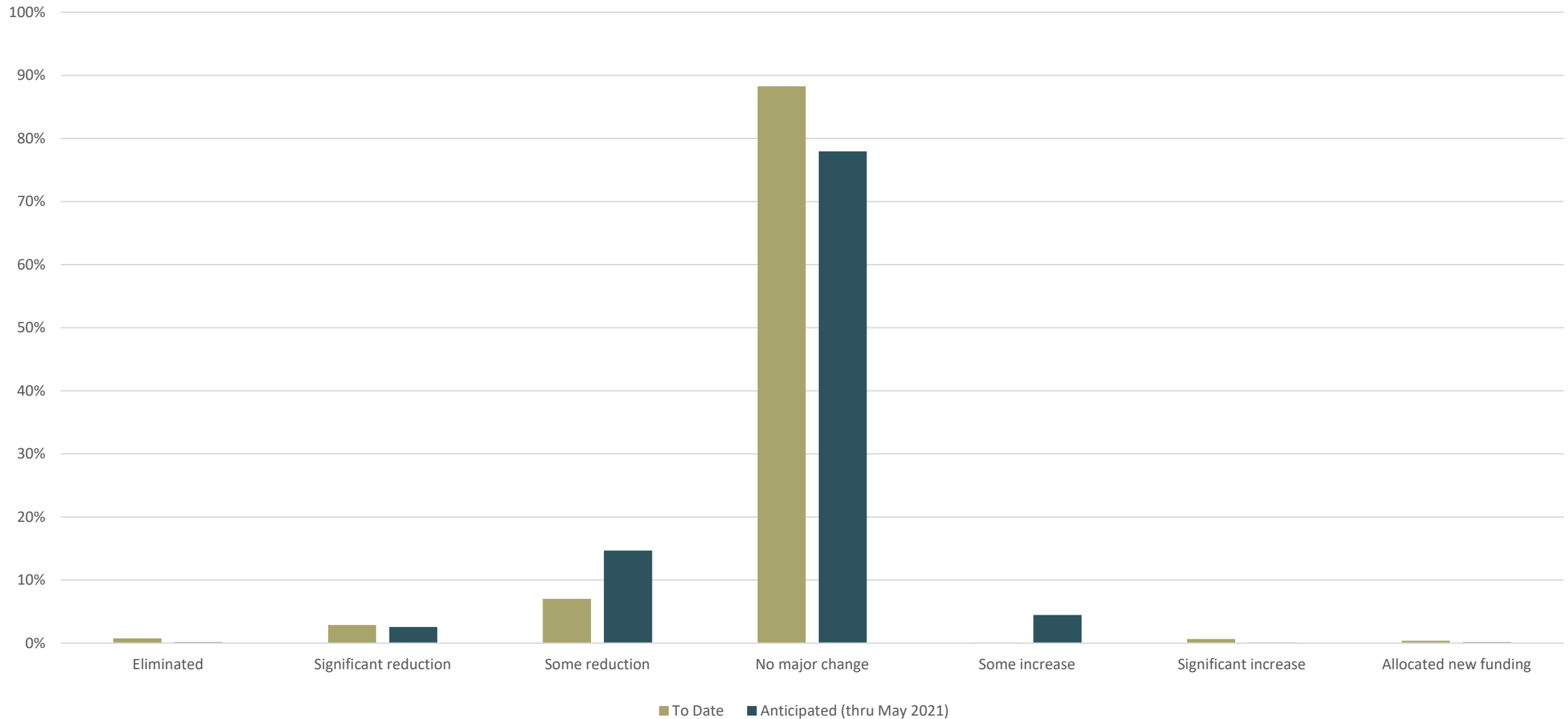
ACRL AC20 Doc 7.0  
To Date: N=1990  
Anticipated: N=2051



# Public Libraries

## Financial Changes to SALARIES

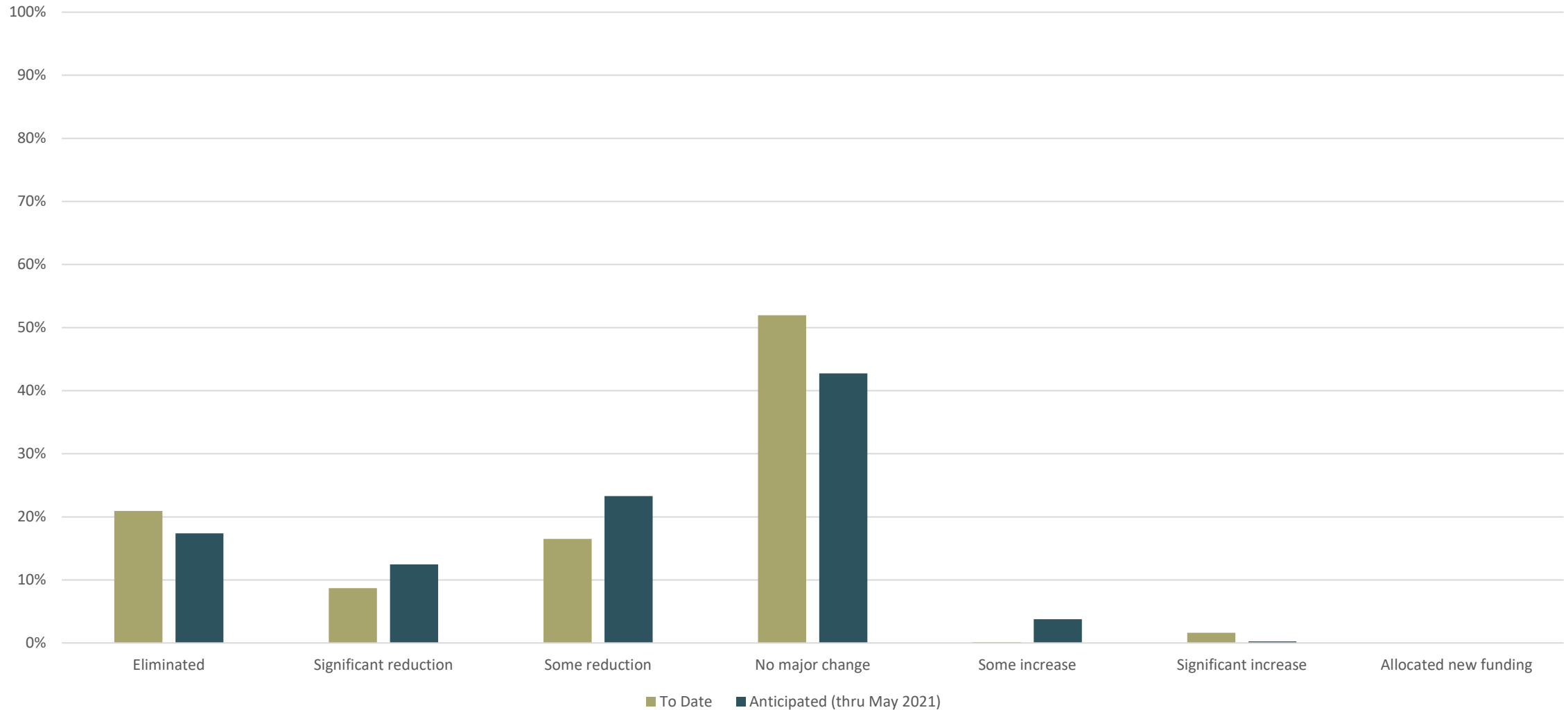
ACRL AC20 Doc 7.0  
To Date: N=2206  
Anticipated: N=2237



# Public Libraries

## Financial Changes to PLANNED HIRING

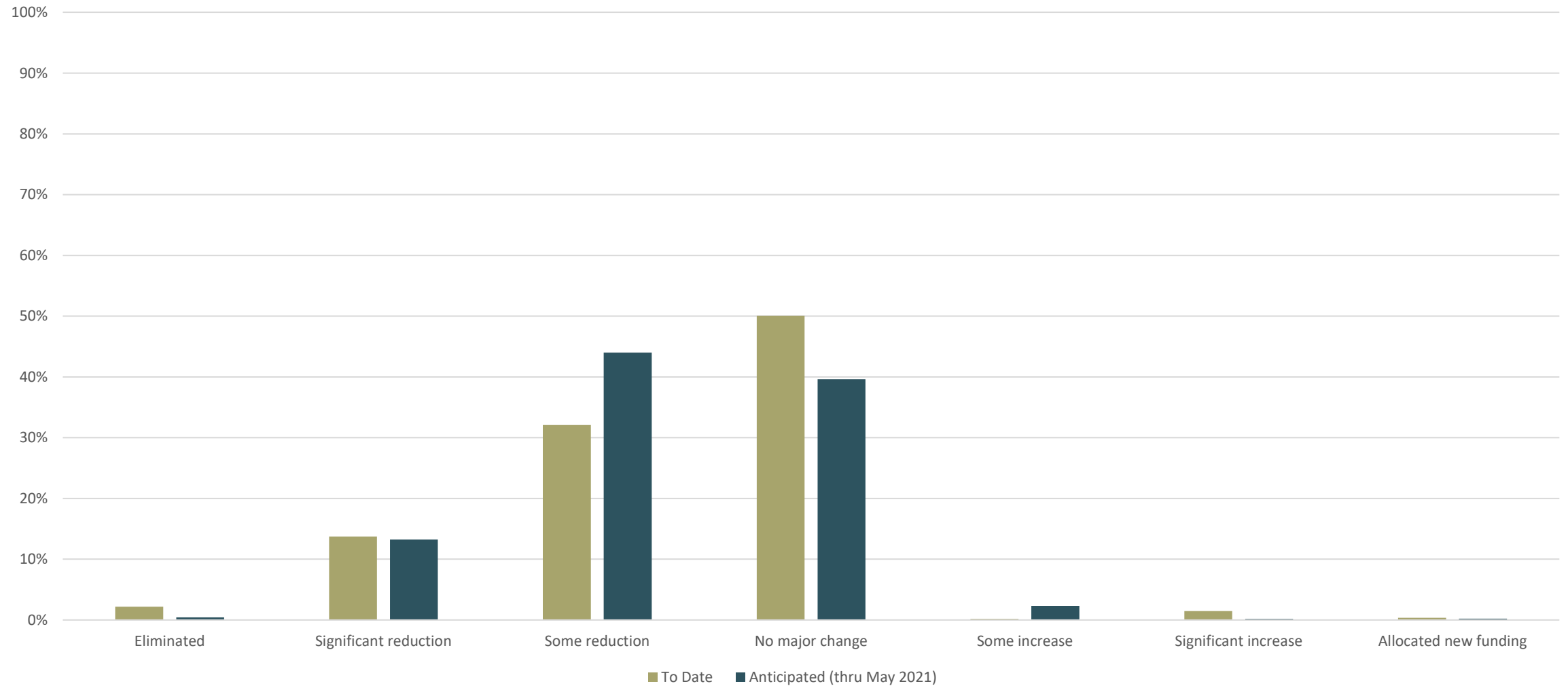
ACRL AC20 Doc 7.0  
To Date: N=1882  
Anticipated: N=1982



# Public Libraries

## Financial Changes to PRINT COLLECTION

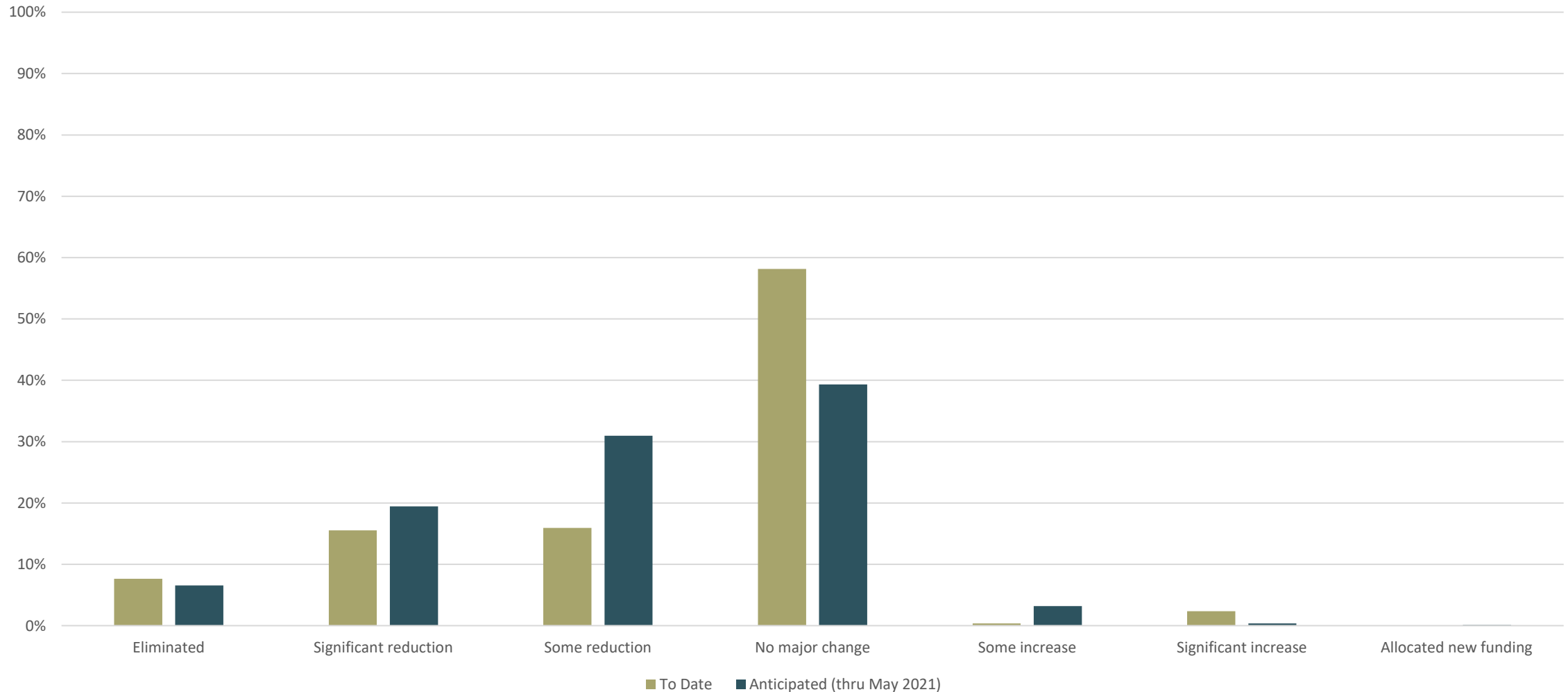
ACRL AC20 Doc 7.0  
To Date: N=2267  
Anticipated: N=2303



# Public Libraries

## Financial Changes to PROFESSIONAL DEVELOPMENT

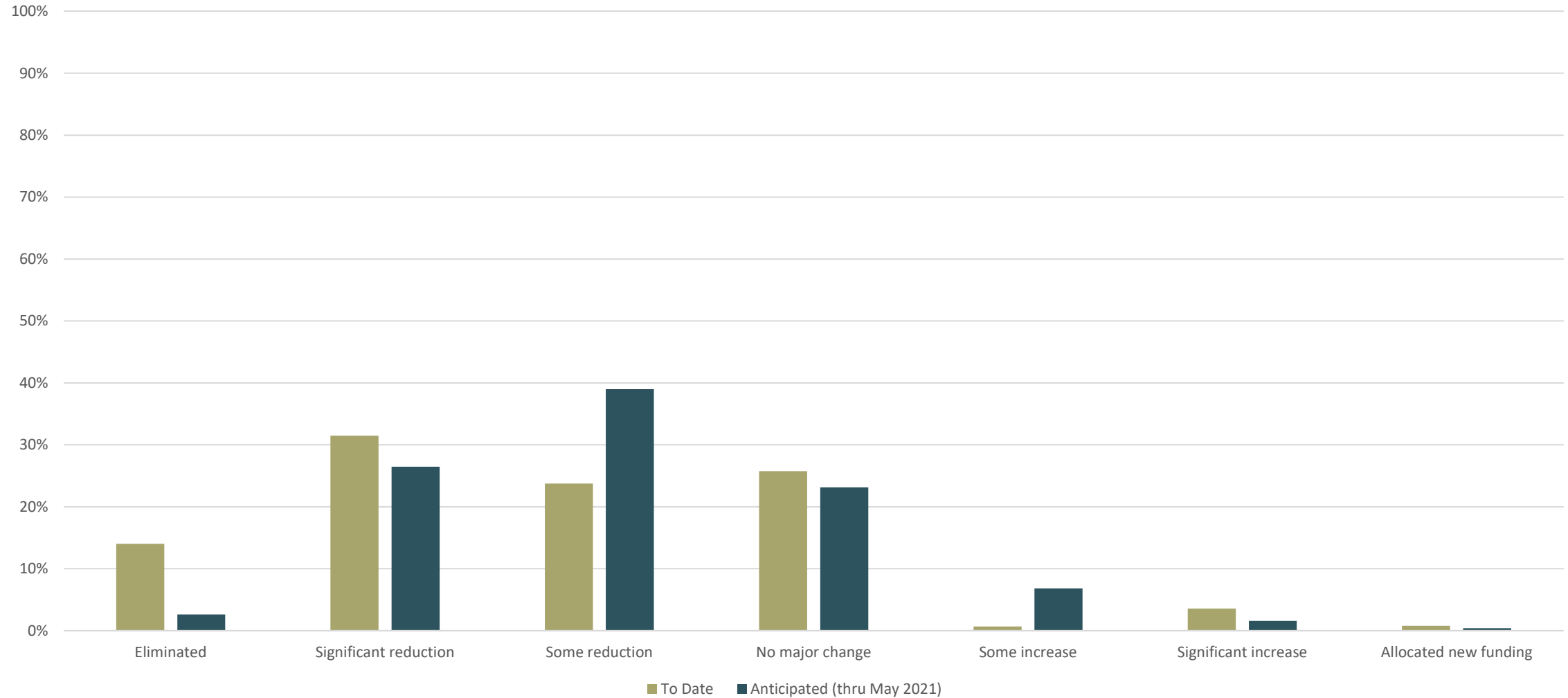
ACRL AC20 Doc 7.0  
To Date: N=2157  
Anticipated: N=2227



# Public Libraries

## Financial Changes to PROGRAMS

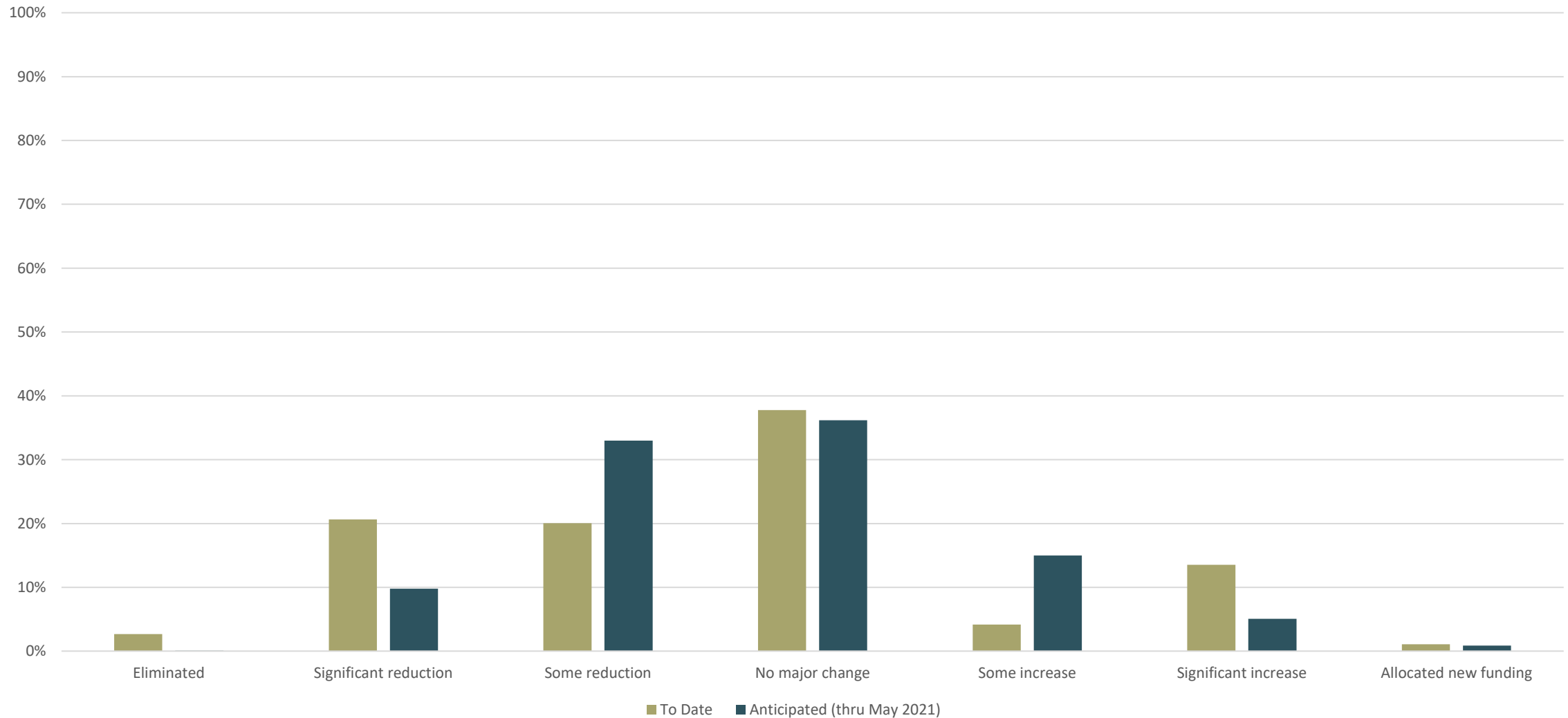
ACRL AC20 Doc 7.0  
To Date: N=2327  
Anticipated: N=2334



# Public Libraries

## Financial Changes to RESUMING OPERATIONS

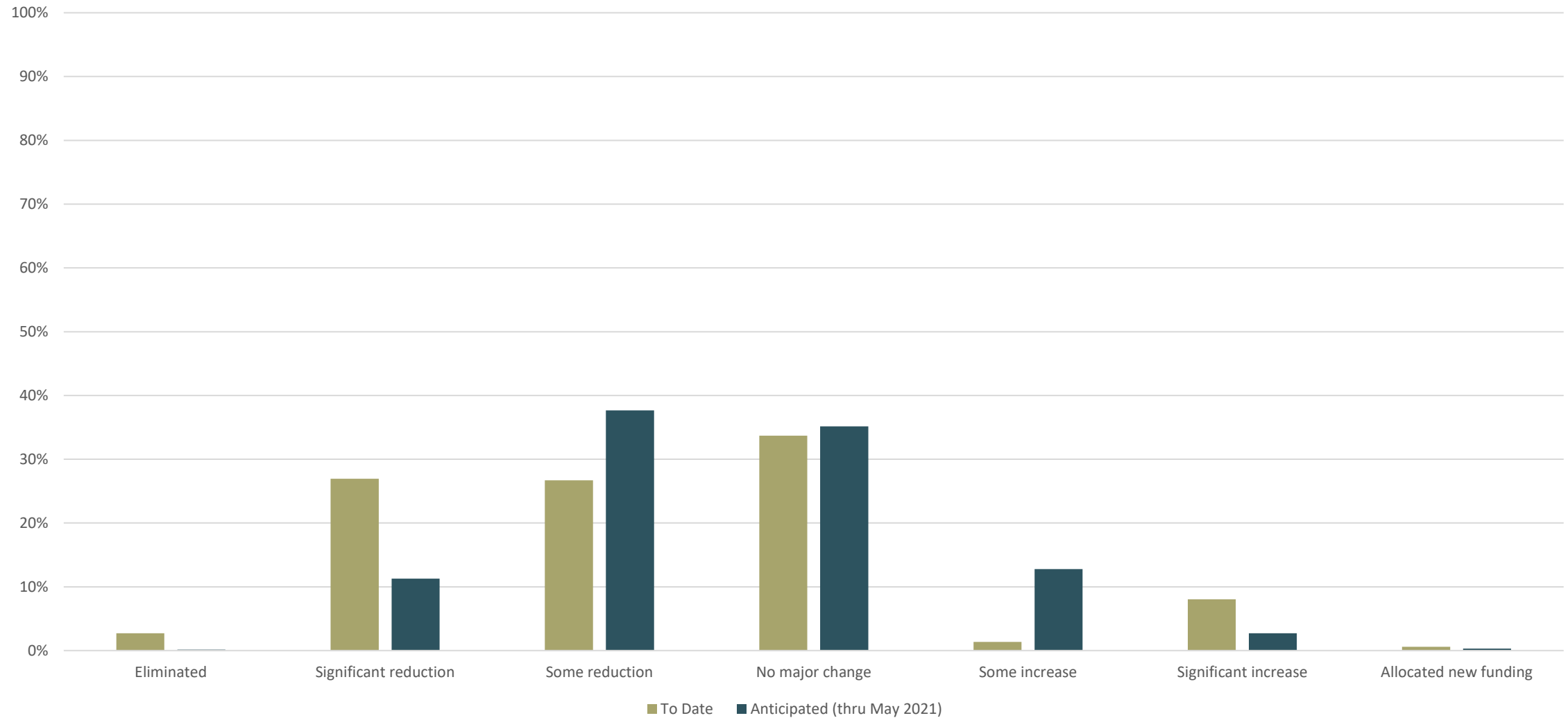
ACRL AC20 Doc 7.0  
To Date: N=2125  
Anticipated: N=2259



# Public Libraries

## Financial Changes to SERVICES

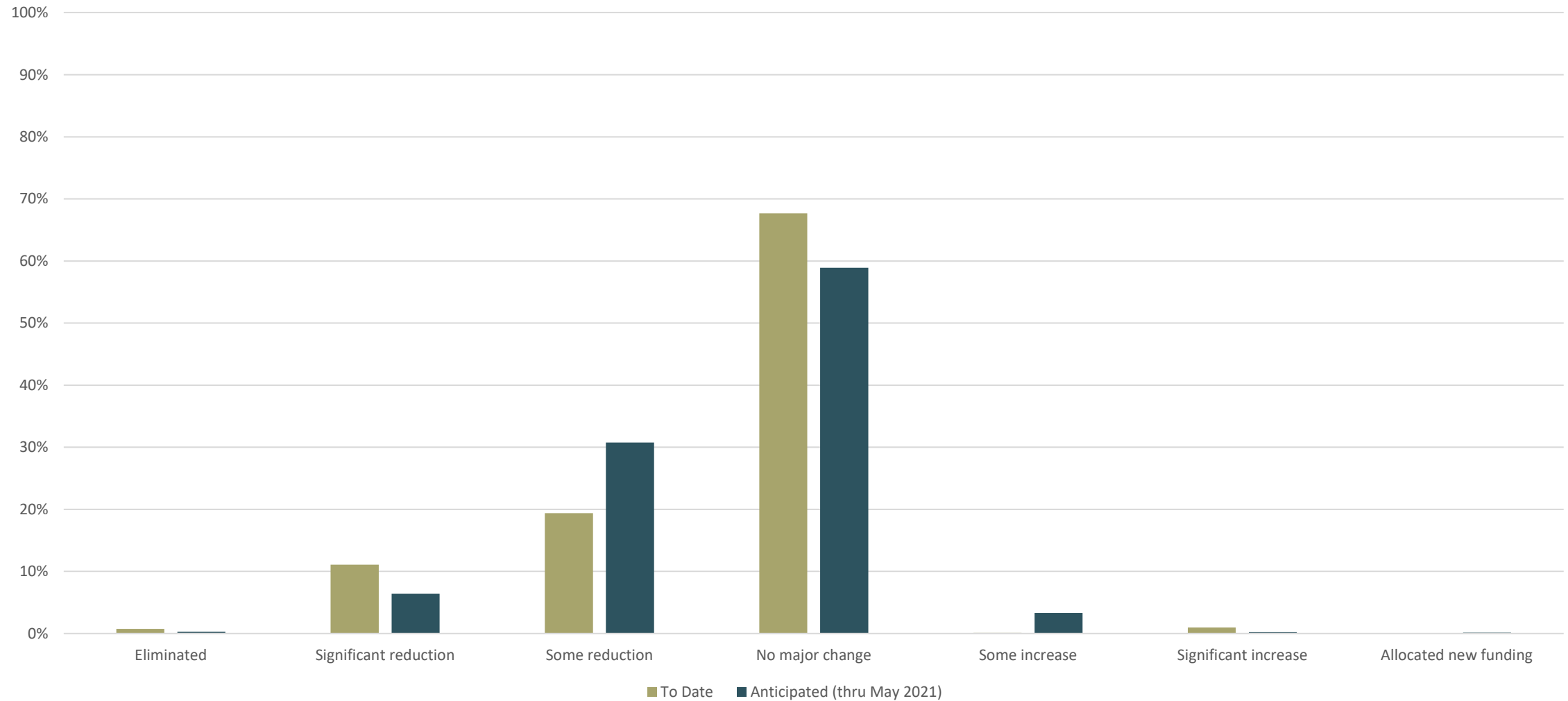
ACRL AC20 Doc 7.0  
To Date: N=2288  
Anticipated: N=2321



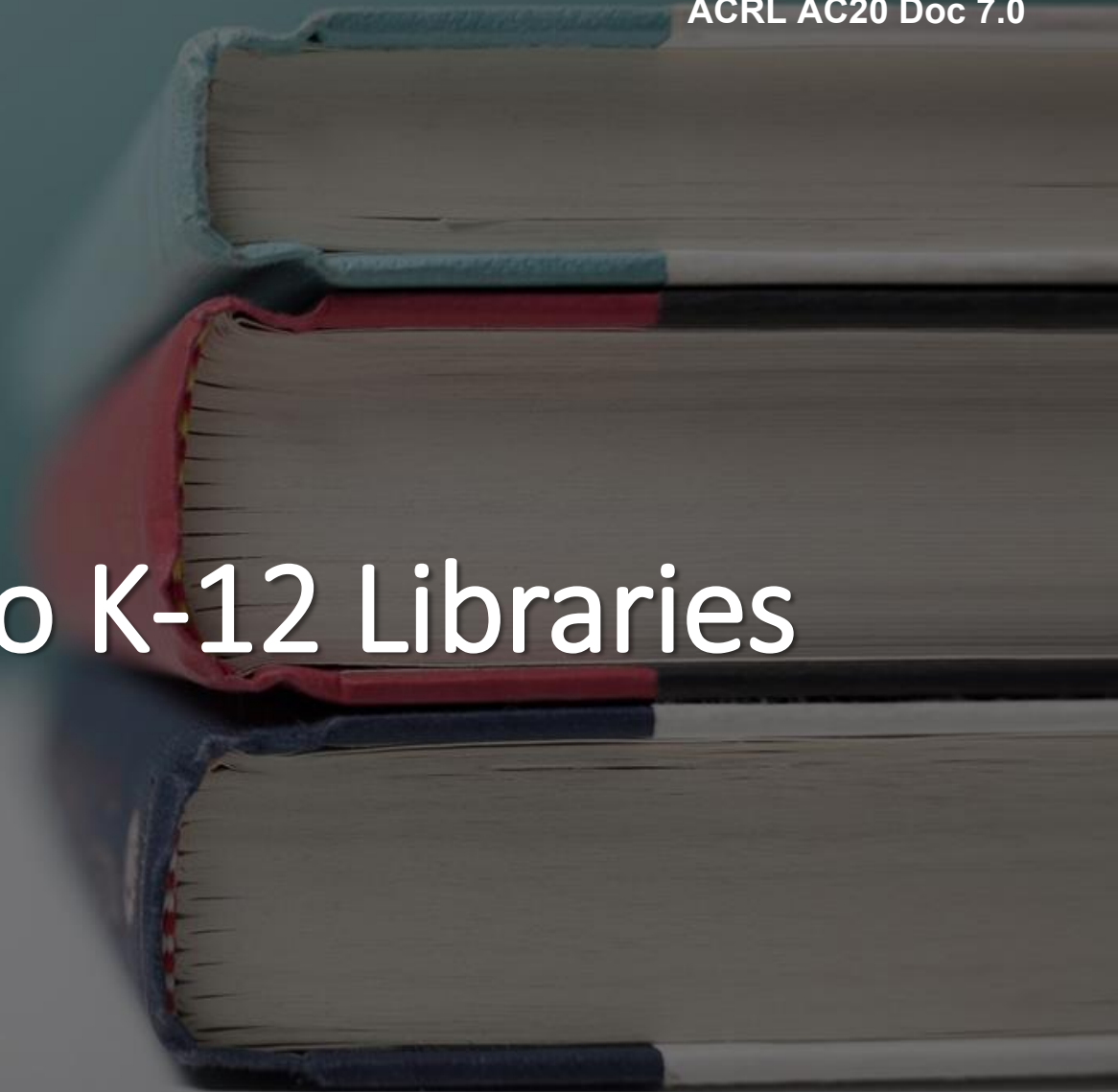
# Public Libraries

## Financial Changes to STAFFING

ACRL AC20 Doc 7.0  
To Date: N=2255  
Anticipated: N=2251



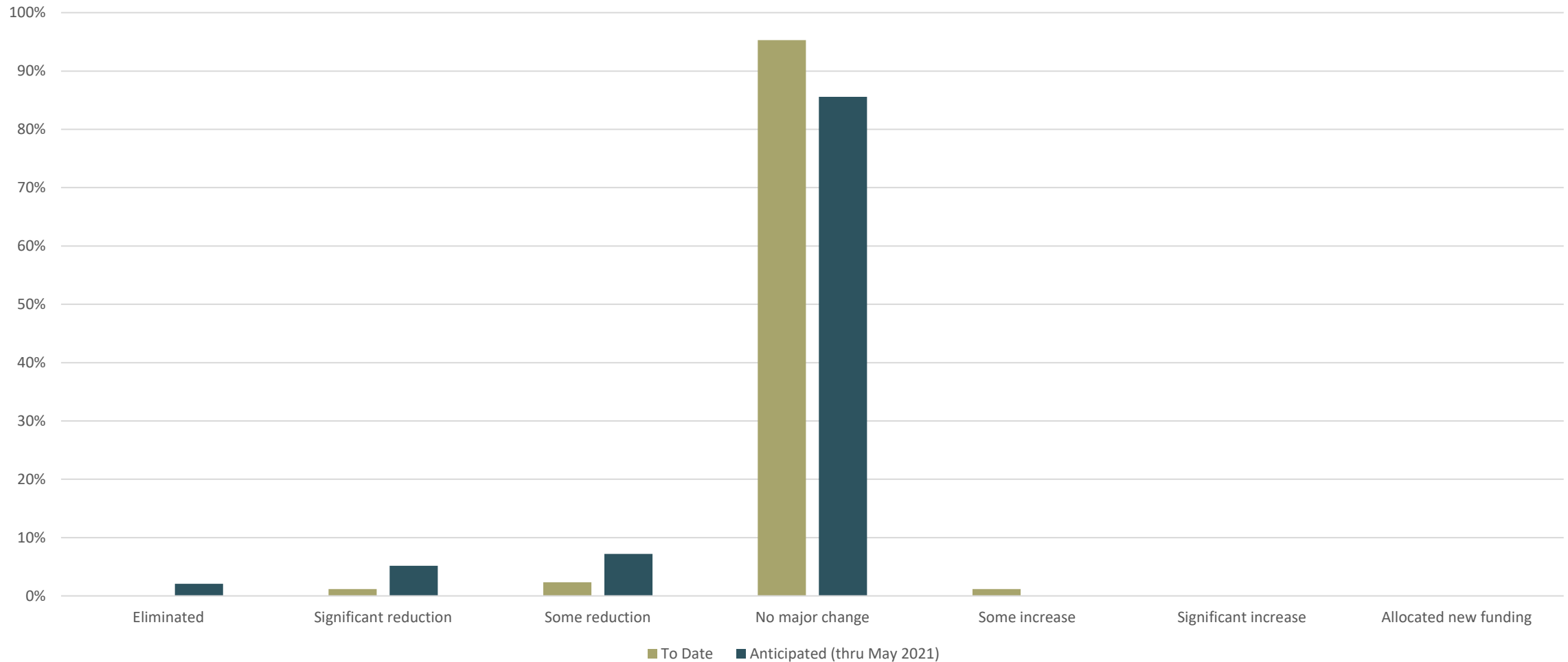
# Financial Changes to K-12 Libraries



# K-12 Libraries

## Financial Changes to BENEFITS

ACRL AC20 Doc 7.0  
To Date: N=85  
Anticipated: N=97

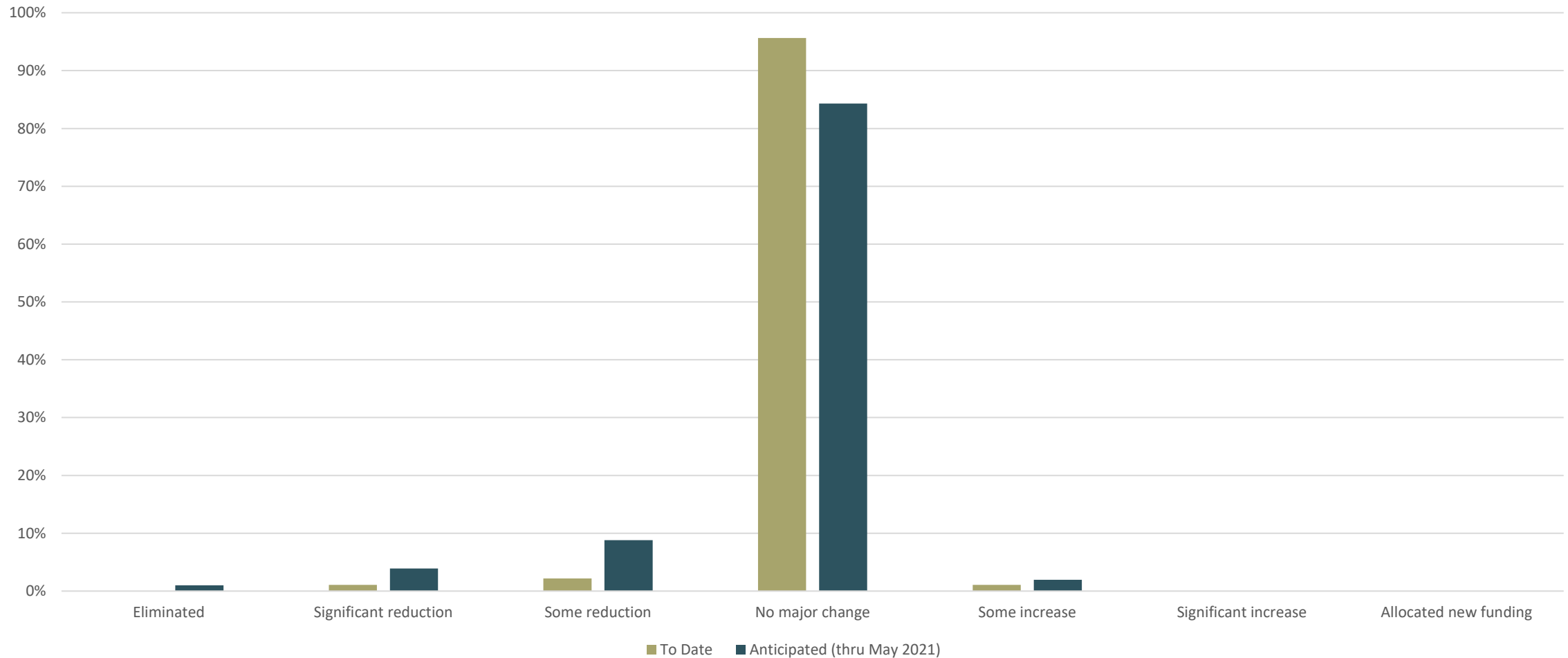


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to SALARIES

ACRL AC20 Doc 7.0  
To Date: N=92  
Anticipated: N=102

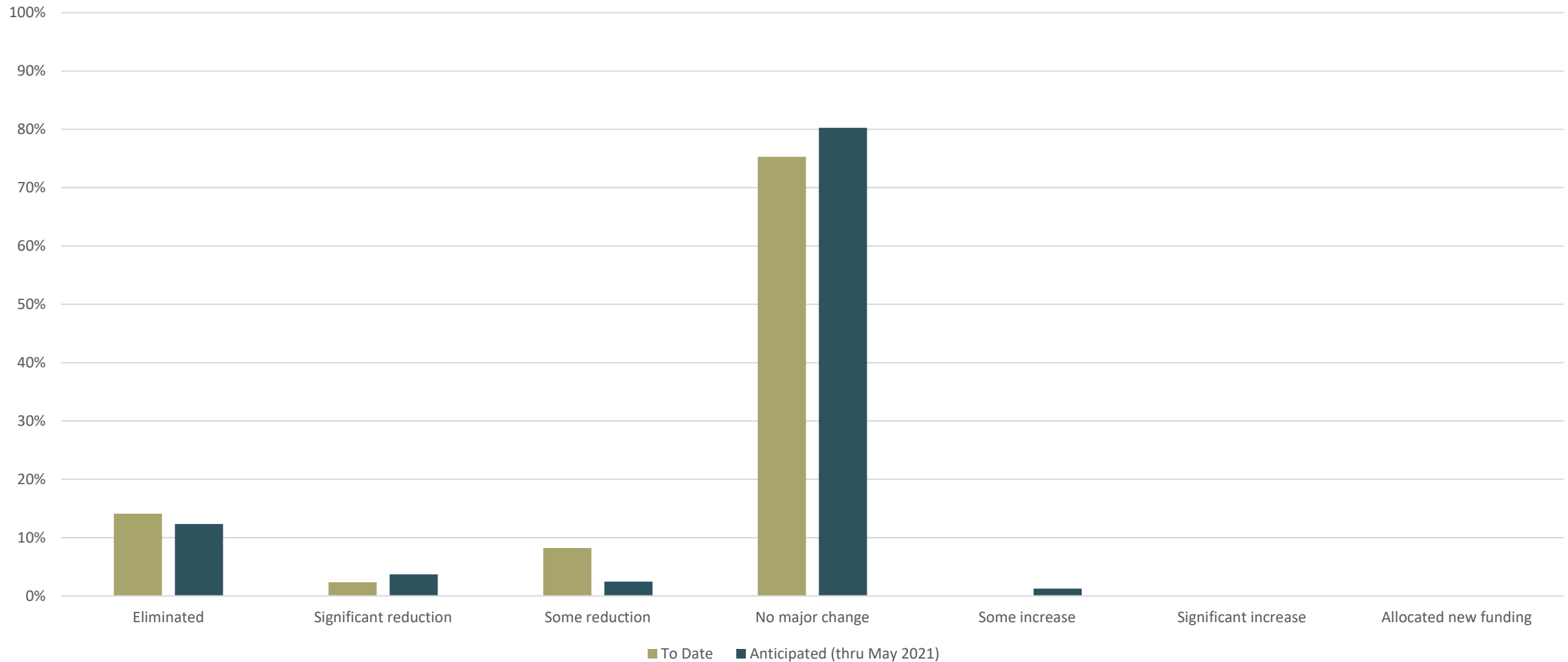


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to PLANNED HIRING

ACRL AC20 Doc 7.0  
To Date: N=85  
Anticipated: N=81

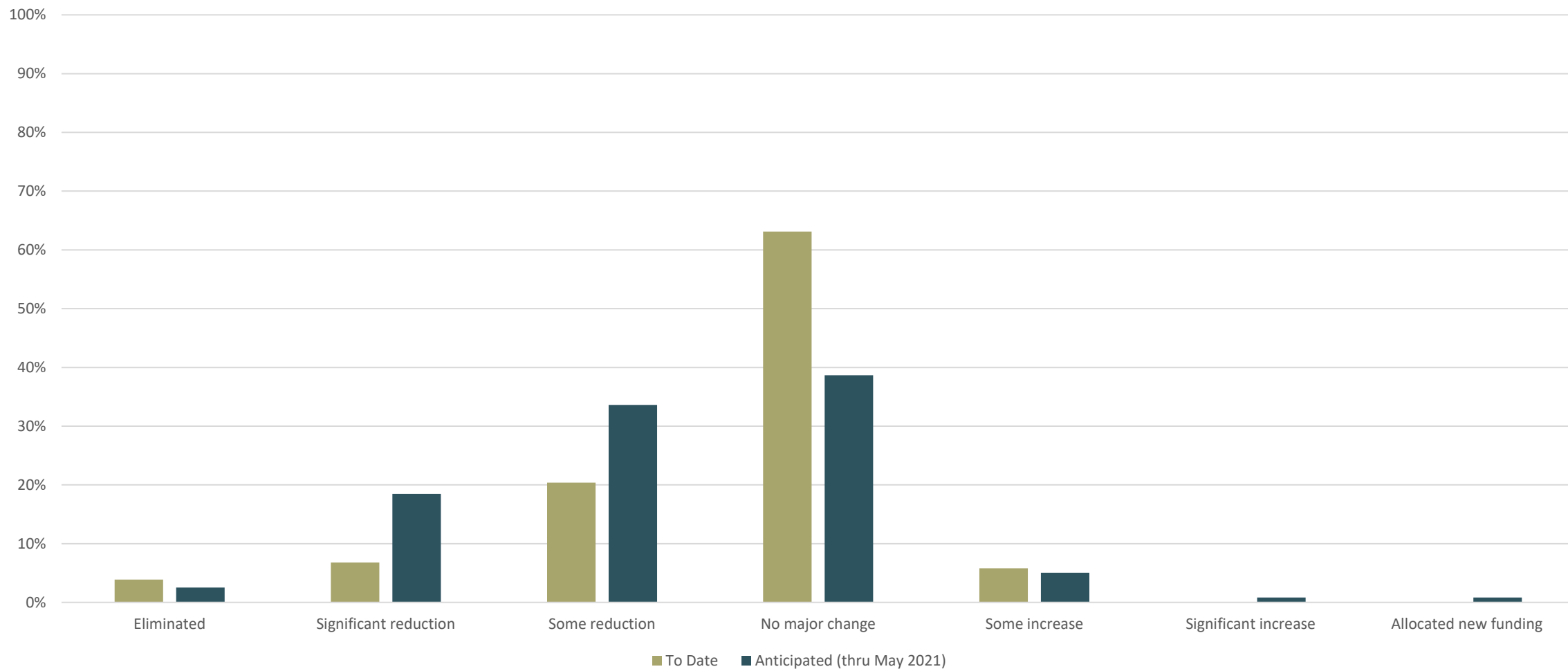


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to PRINT COLLECTION

ACRL AC20 Doc 7.0  
To Date: N=103  
Anticipated: N=119

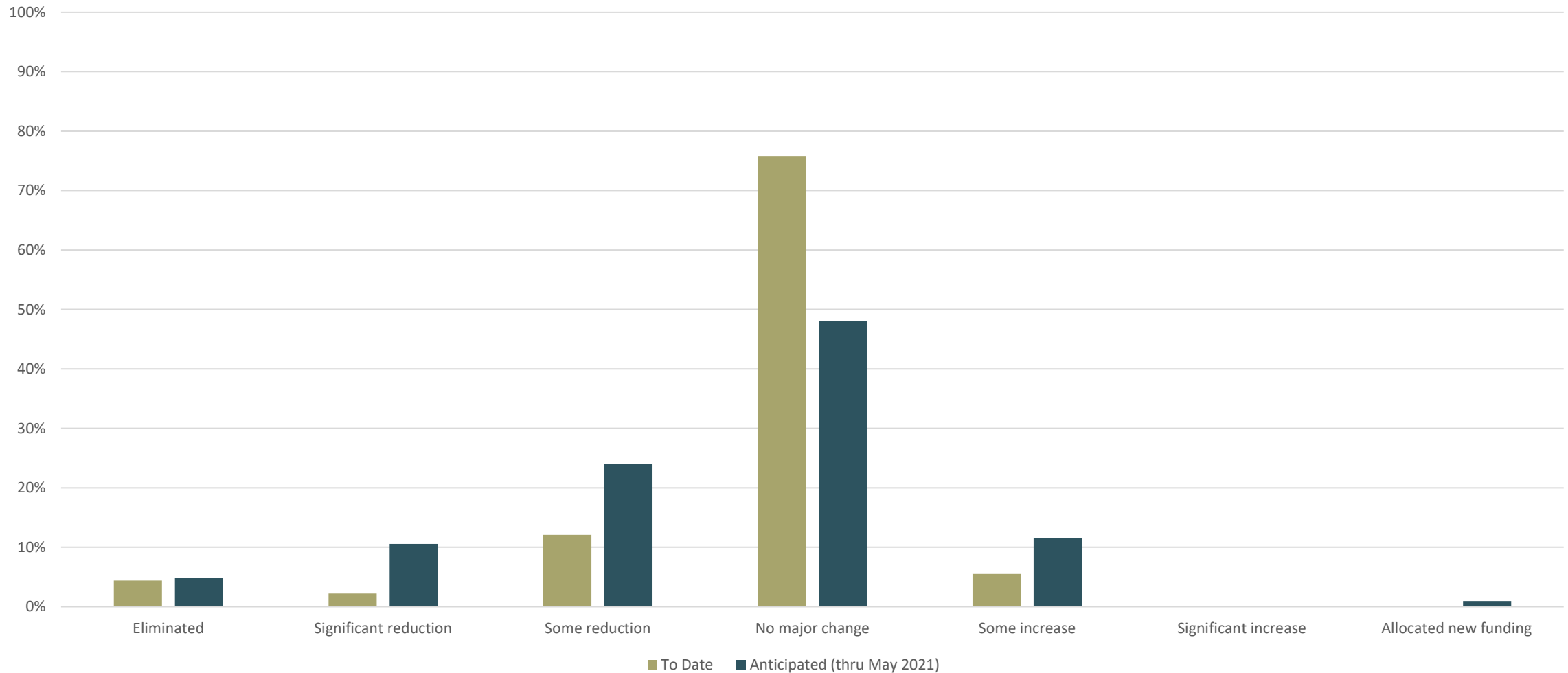


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to PROFESSIONAL DEVELOPMENT

ACRL AC20 Doc 7.0  
To Date: N=91  
Anticipated: N=104

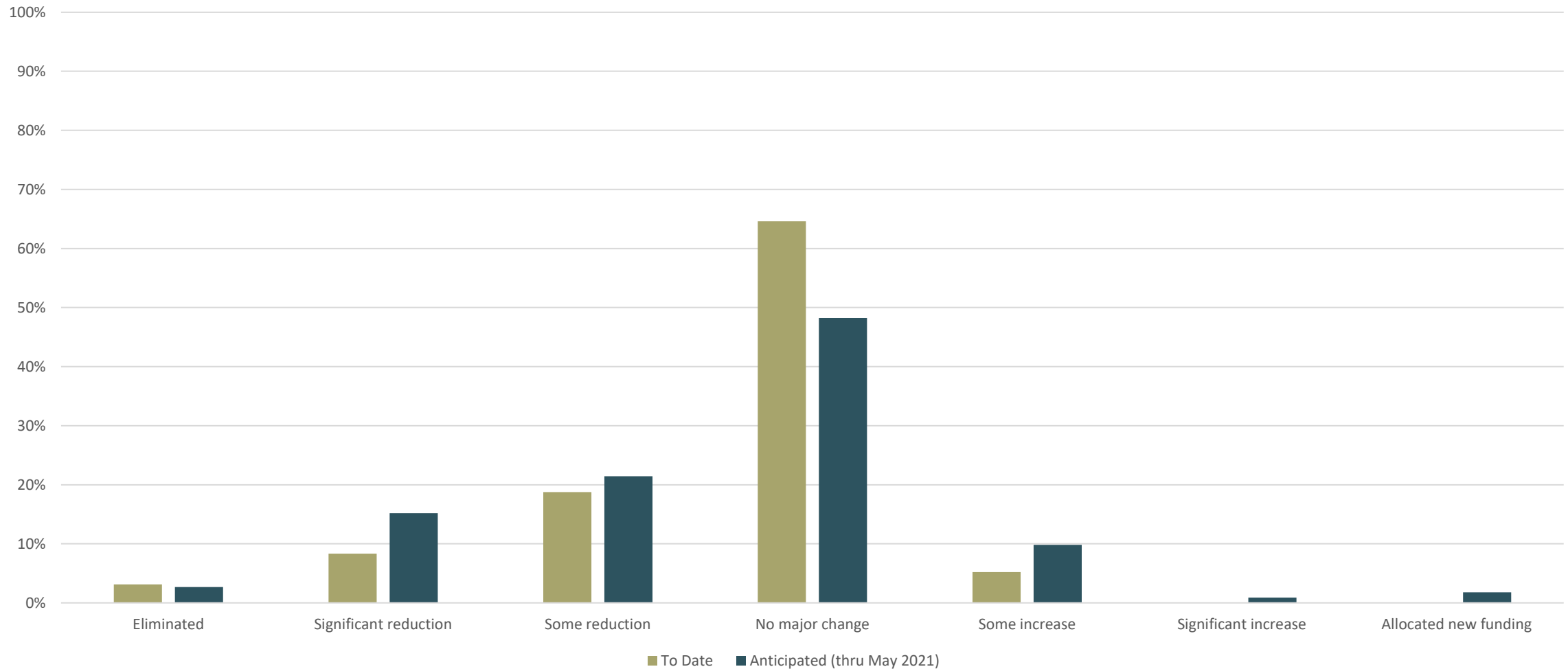


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to PROGRAMS

ACRL AC20 Doc 7.0  
To Date: N=96  
Anticipated: N=112

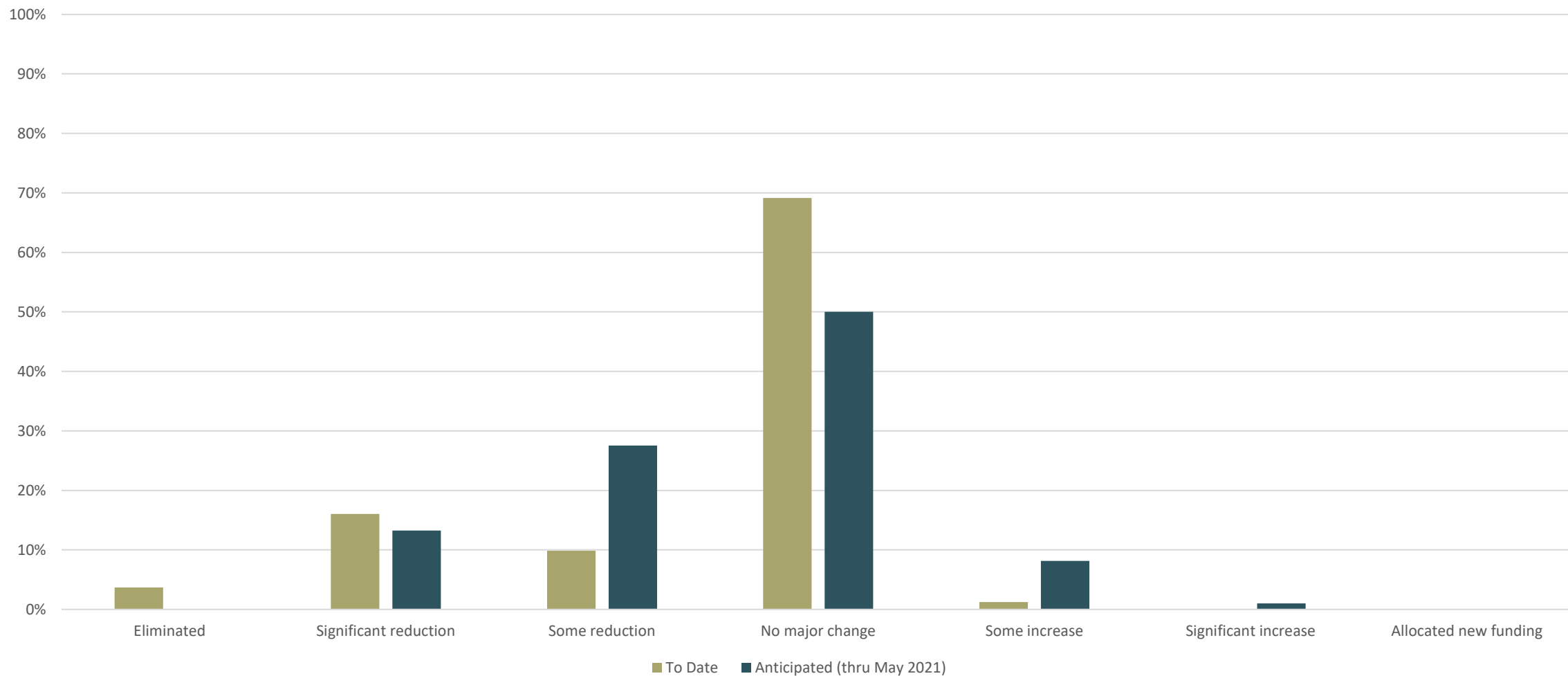


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to RESUMING OPERATIONS

ACRL AC20 Doc 7.0  
To Date: N=81  
Anticipated: N=98

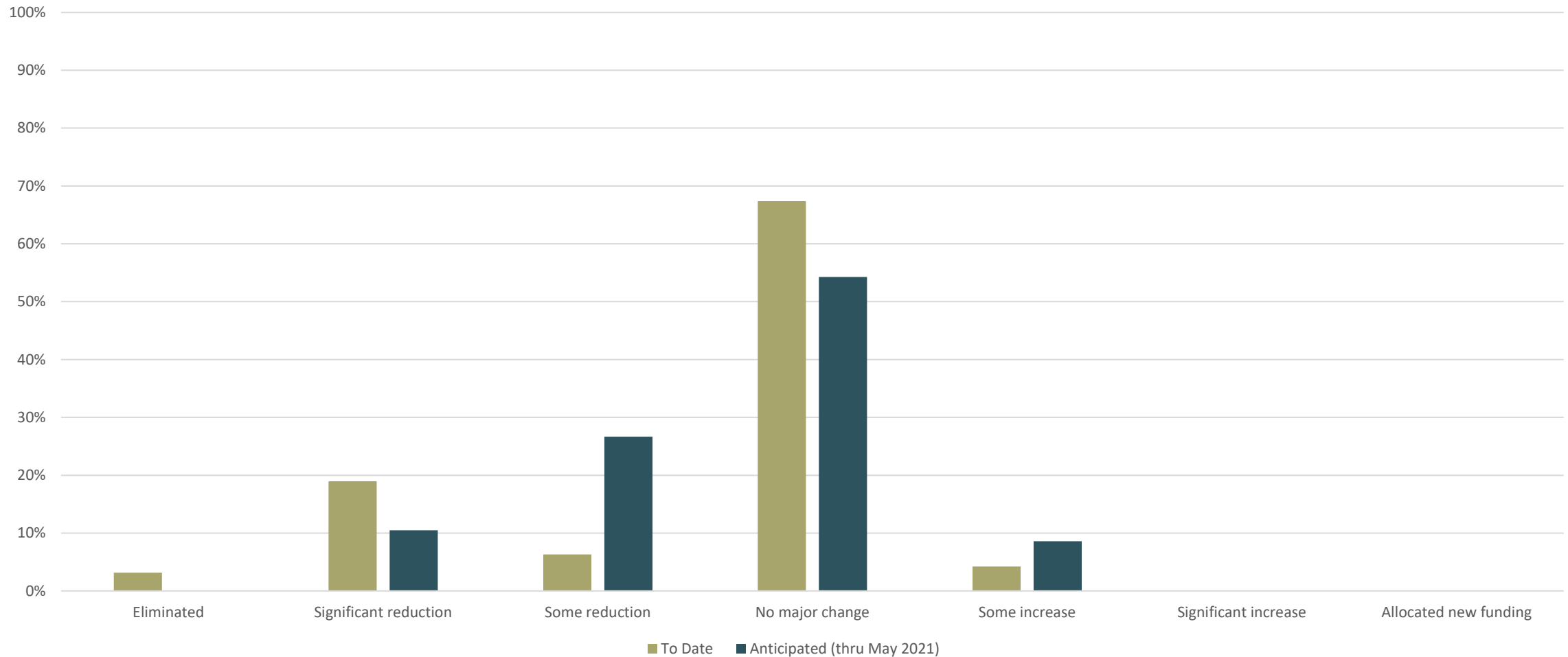


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to SERVICES

ACRL AC20 Doc 7.0  
To Date: N=95  
Anticipated: N=105

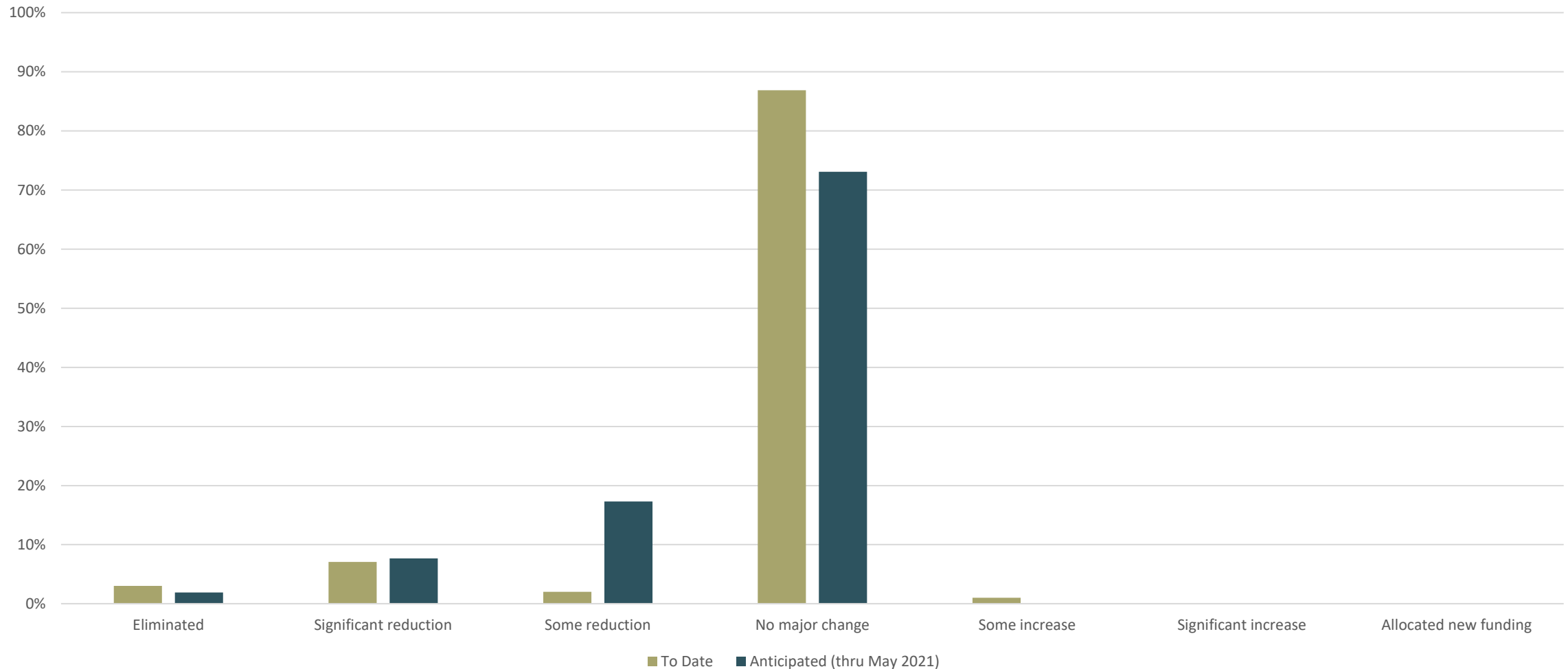


Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# K-12 Libraries

## Financial Changes to STAFFING

ACRL AC20 Doc 7.0  
To Date: N=99  
Anticipated: N=104



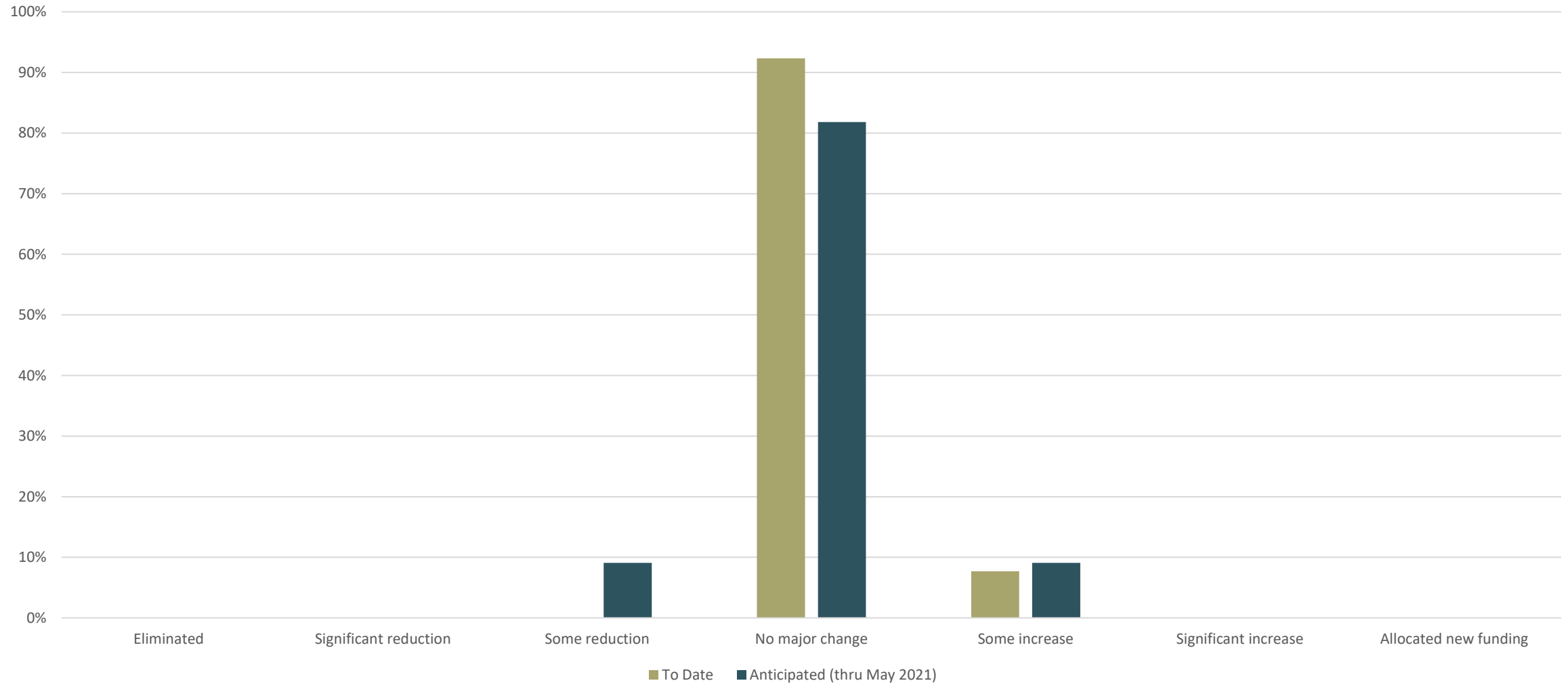
Additional data can be found at: <http://www.ala.org/aasl/about/pandemic>

# Financial Changes to State Libraries

# State Libraries

## Financial Changes to BENEFITS

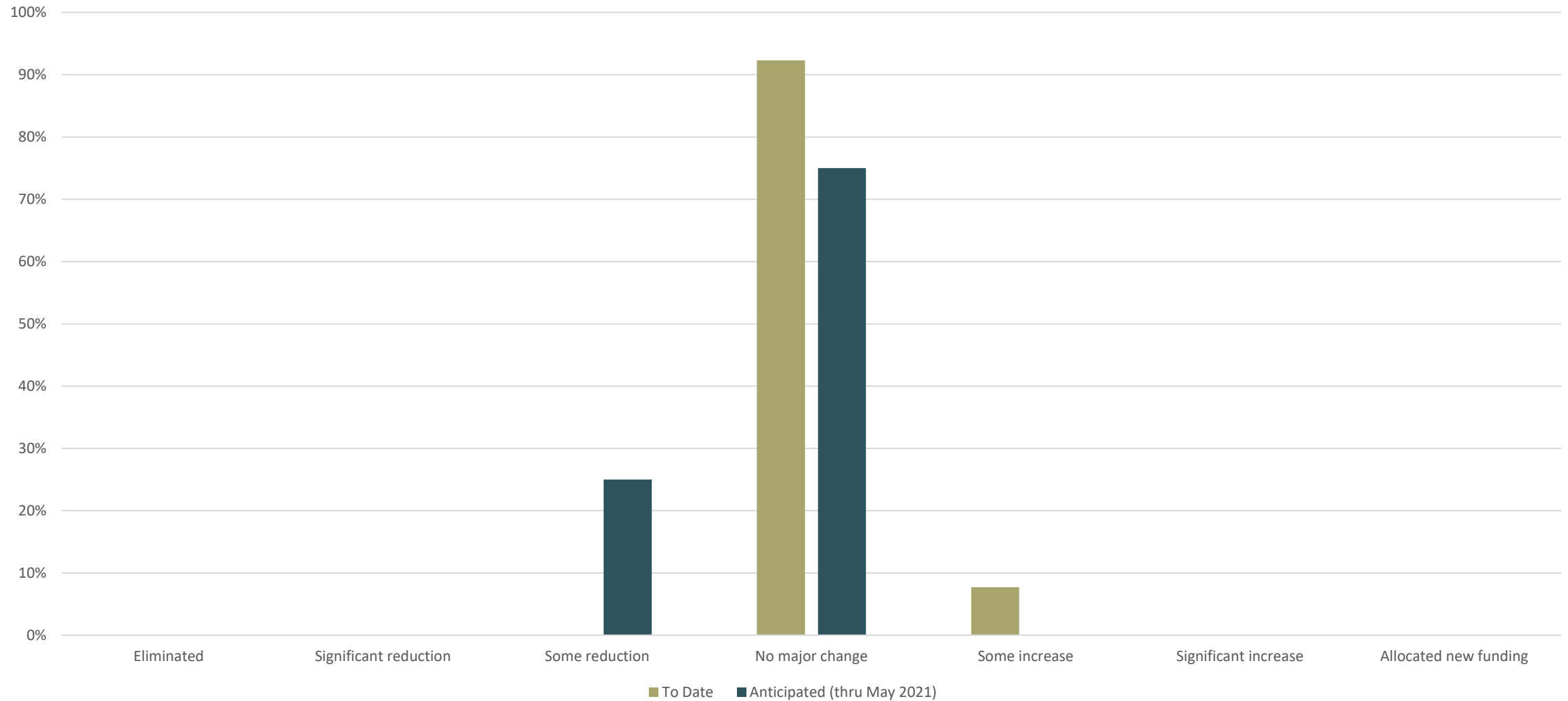
ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=11



# State Libraries

## Financial Changes to SALARIES

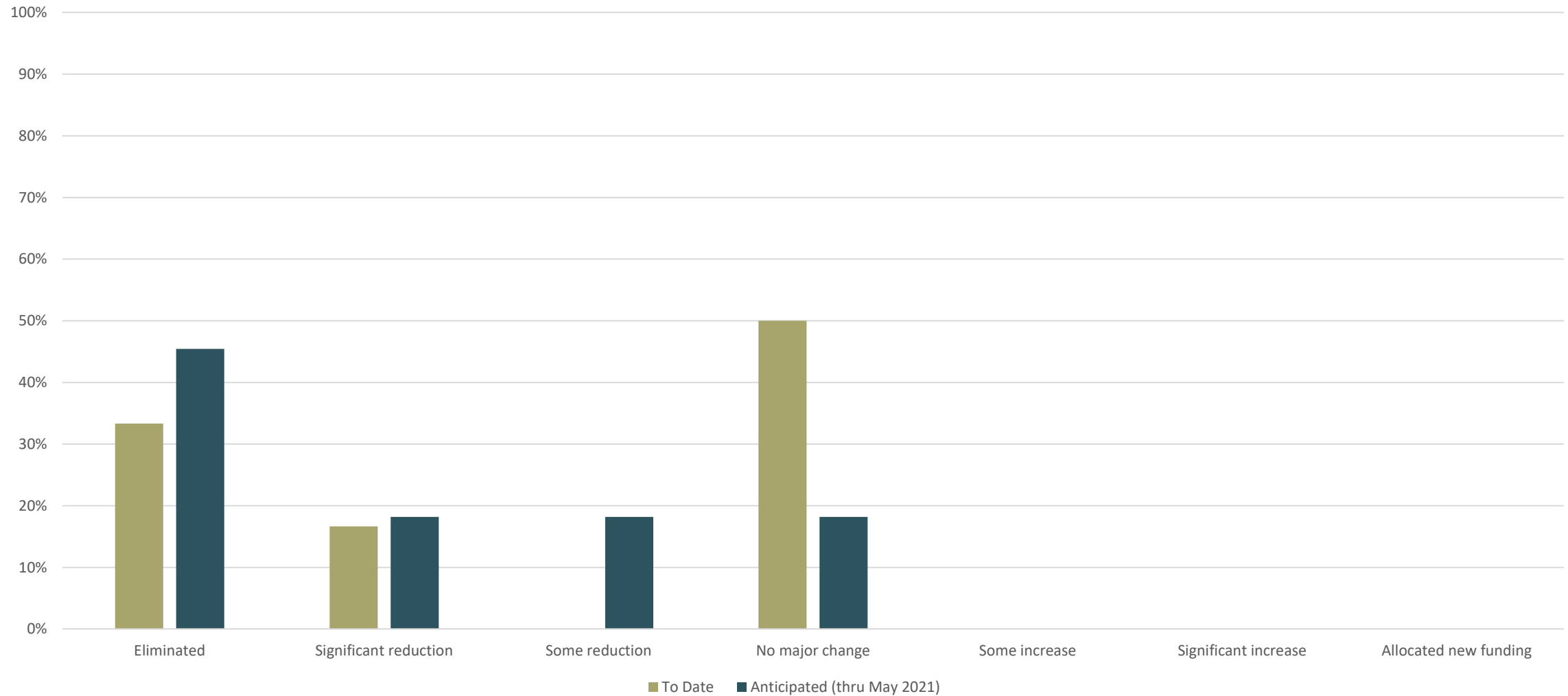
ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=12



# State Libraries

## Financial Changes to PLANNED HIRING

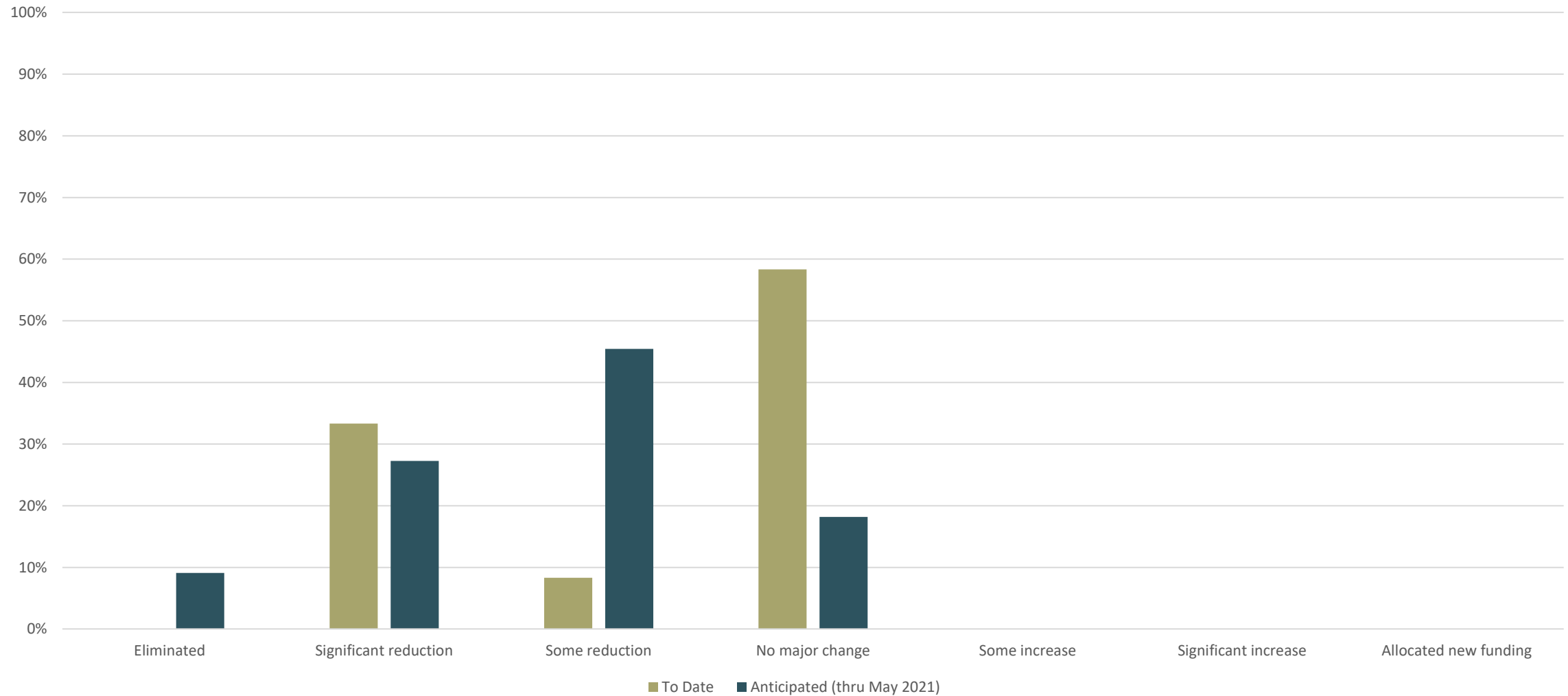
ACRL AC20 Doc 7.0  
To Date: N=12  
Anticipated: N=11



# State Libraries

## Financial Changes to PRINT COLLECTION

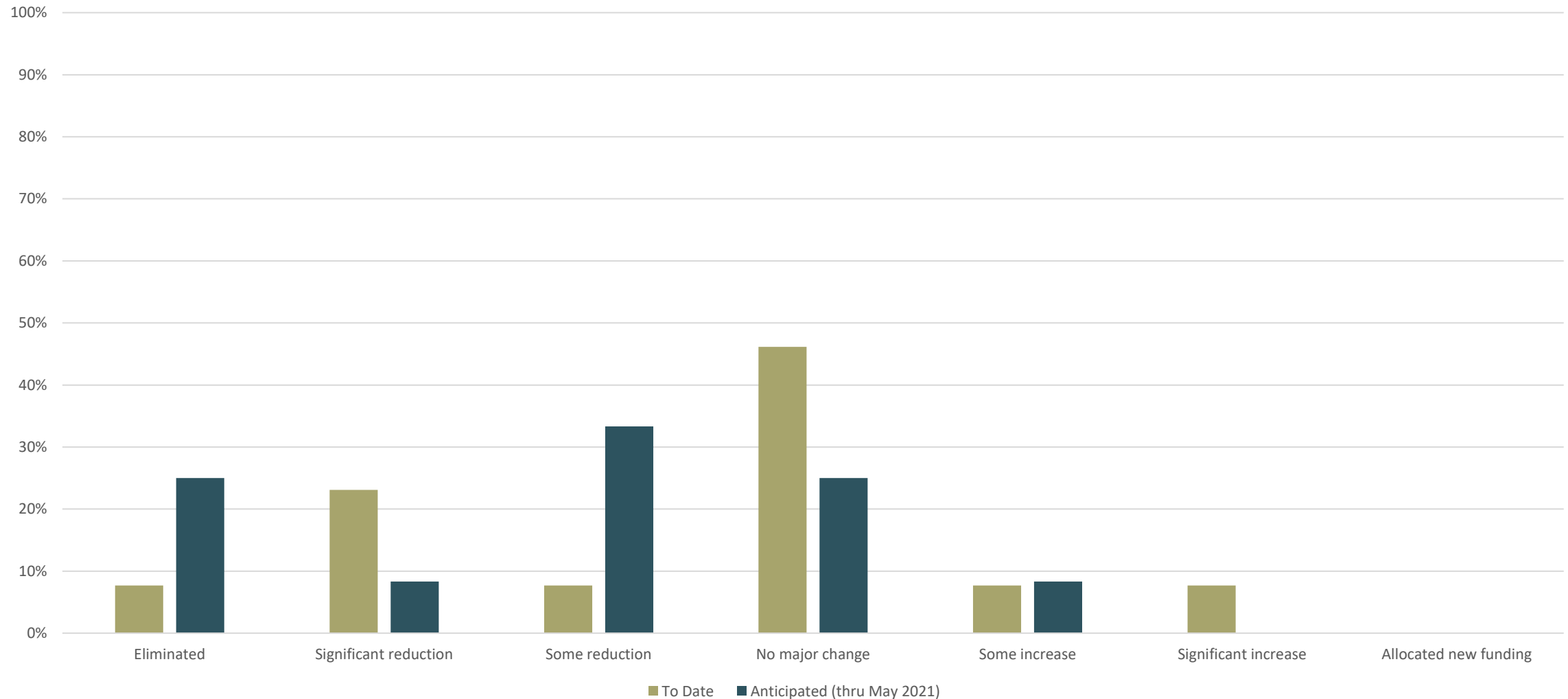
ACRL AC20 Doc 7.0  
To Date: N=12  
Anticipated: N=11



# State Libraries

## Financial Changes to PROFESSIONAL DEVELOPMENT

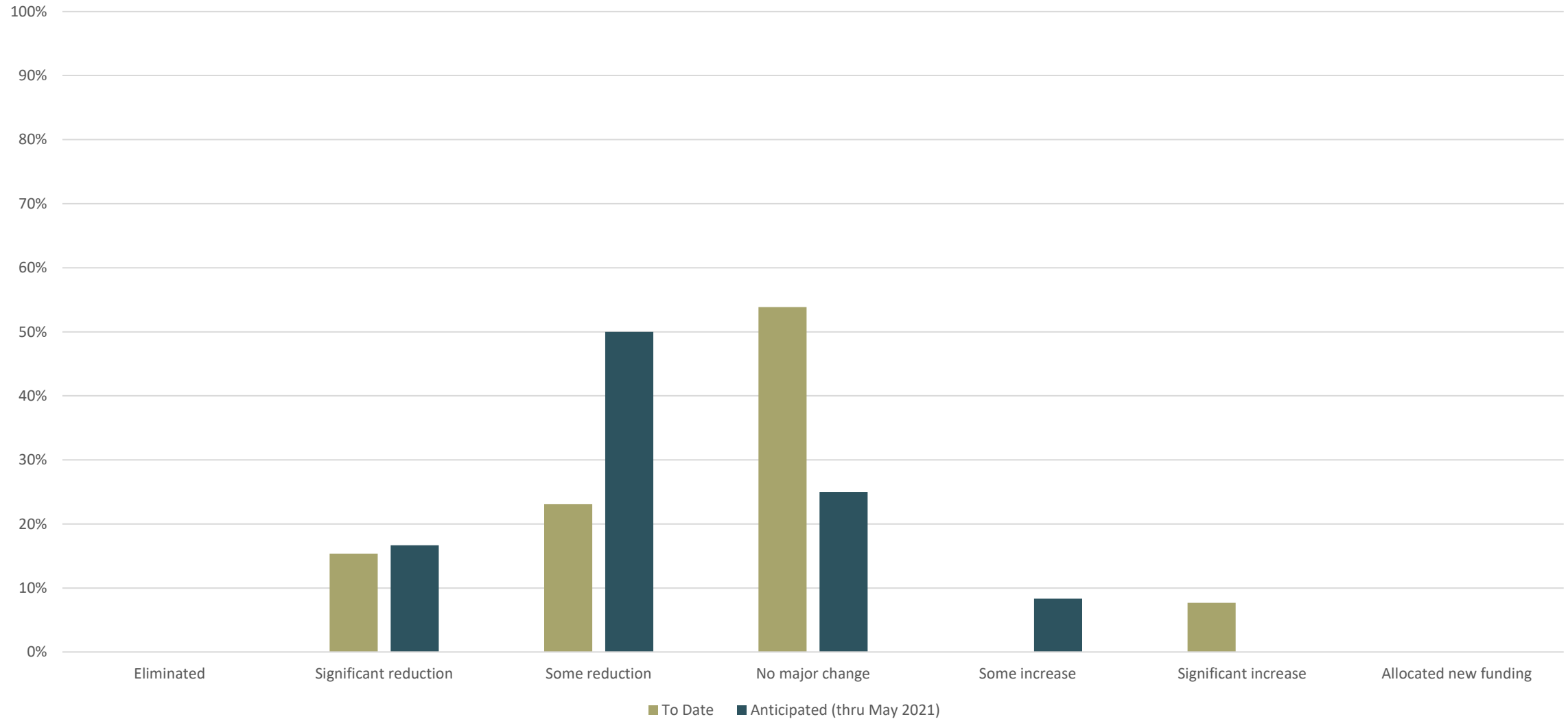
ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=12



# State Libraries

## Financial Changes to PROGRAMS

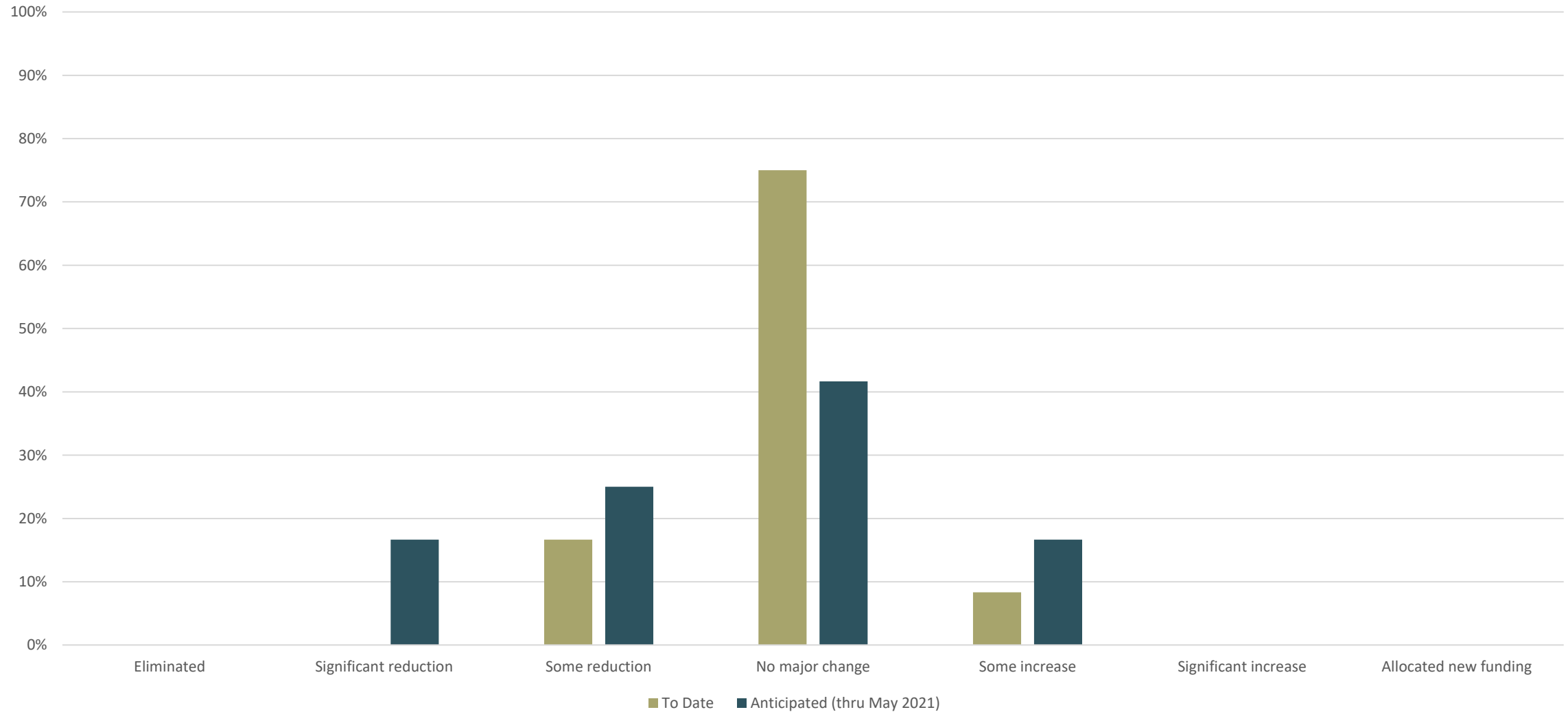
ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=12



# State Libraries

## Financial Changes to RESUMING OPERATIONS

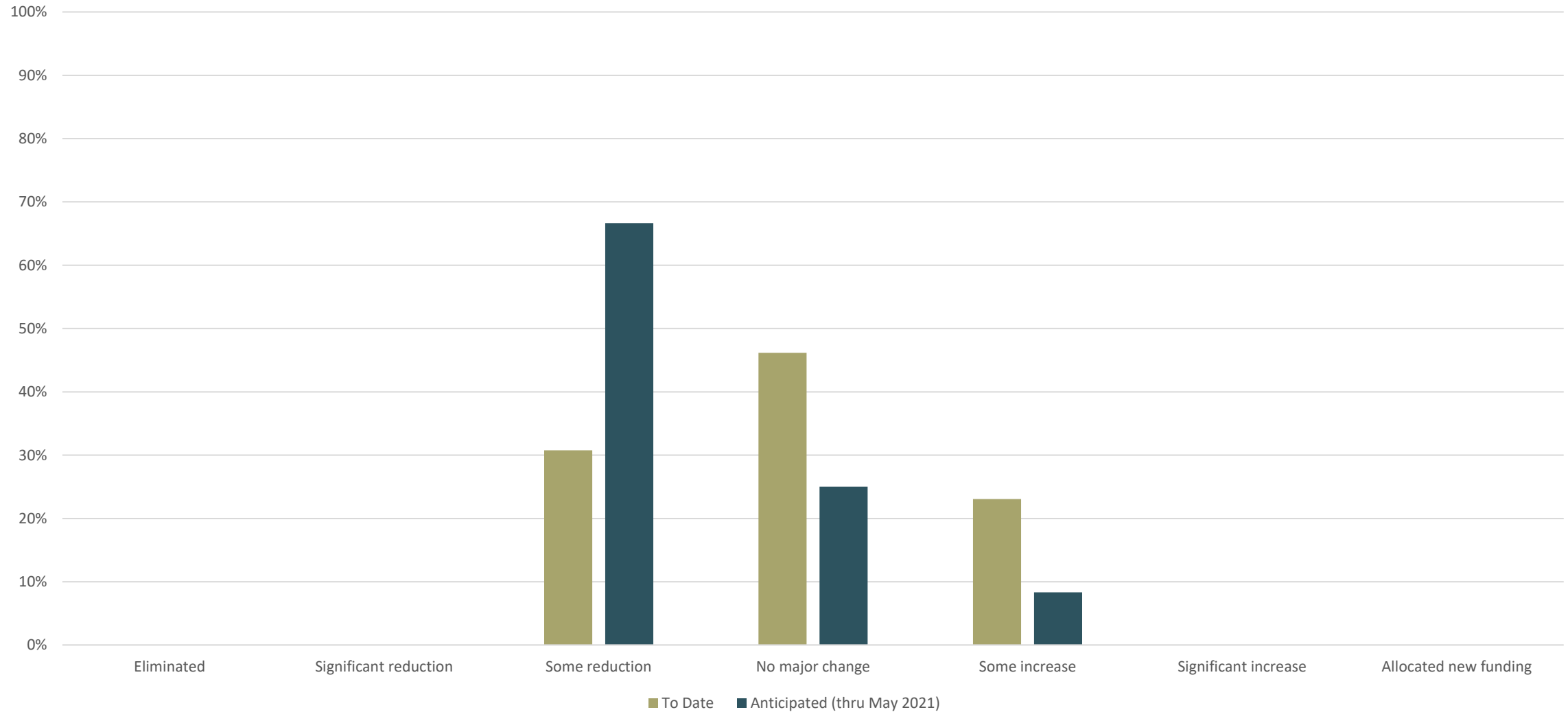
ACRL AC20 Doc 7.0  
To Date: N=12  
Anticipated: N=12



# State Libraries

## Financial Changes to SERVICES

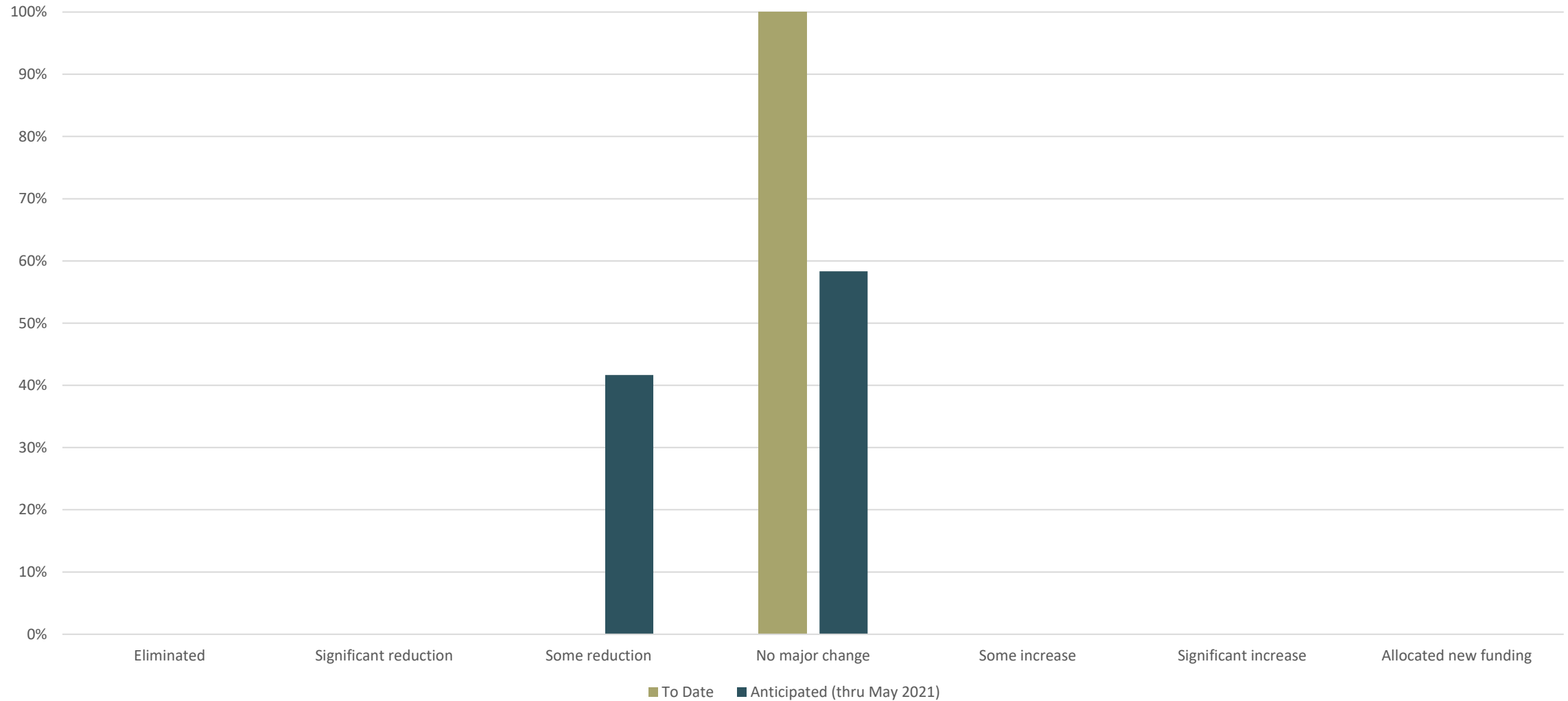
ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=12



# State Libraries

## Financial Changes to STAFFING

ACRL AC20 Doc 7.0  
To Date: N=13  
Anticipated: N=12



# Furloughs

~20% of respondents impacted by furloughs and/or layoffs

Part-time and temporary staff (including student workers) were most likely to be impacted

Commonly reported staffing impacts:

- hiring freezes
- reduced work hours
- early retirements
- participation in “shared work” or layoff aversion programs

N=672

# Estimated Length of Furloughs

33%	Until the library is open to the public
30%	Unknown
27%	Dependent on governing authority
<10%	Predetermined date

N=672

# Furloughs in Context

A U.S. Council of Mayors survey ([April 14](#)) finds that 88% of cities expect a revenue shortfall this year as a result of COVID-19. And, that for cities with populations of 50,000 to 500,000, 98% expect a shortfall.

The National Association of Counties ([May 5](#)) estimates that COVID-19 may have an over \$144 billion impact on county budgets through FY2021. And, in particular "between lost revenue and increased expenditures ... small counties may see a nearly one quarter [24%] reduction in their budgets."

The [Center on Budget and Policy Priorities](#) now (May 20) projects that states could be facing a collective \$765 billion budget shortfall over state fiscal years 2020-22. This is up from an estimate of \$500 billion in early April and an estimate of \$650 billion in late April 2020.

# Next Steps



- Ongoing analysis of results by library type
- Continued examination of financial data
- Webinars to be announced
- Aggregate data to states ETA last week of June

First published results (building status, patron needs, community response):

[http://www.ilovelibraries.org/sites/default/files/PLA-MAY-2020-COVID-19-Survey-Results\\_PDF-Summary-web.pdf](http://www.ilovelibraries.org/sites/default/files/PLA-MAY-2020-COVID-19-Survey-Results_PDF-Summary-web.pdf)

# ACKNOWLEDGMENTS

## LIBRARIES RESPOND: COVID-19 SURVEY



The American Library Association (ALA) would like to thank all the libraries that responded to the survey so quickly. The May 2020 "Libraries Respond: COVID-19 Survey" is one of a series of data and research projects underway at ALA to learn and share information about the impacts of COVID-19 on libraries, library staff, and our work serving our communities. Analysis of data from the survey is ongoing and will be shared in coming weeks.

We would also like to thank the Library Research Service, an office of the Colorado State Library, and the Institute of Museum and Library Services for their work helping clean and validate the survey data.

To learn more about the COVID-19 surveys and view the full sets of questions, please visit: <http://www.ala.org/tools/libraries-respond-covid-19-survey>.

### Additional Resources:

- ALA Pandemic Preparedness Resources for Libraries: <http://www.ala.org/tools/atoz/pandemic-preparedness>
- Institute of Museum and Library Services COVID-19 updates: <https://www.imls.gov/coronavirus-covid-19-updates> [Re-opening Archives, Libraries and Museums project](#): <https://www.webjunction.org/explore-topics/COVID-19-research-project/news.html>

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



## **Board of Directors Discussion Form**

To: ACRL Board of Directors

Subject: FY21 ACRL Membership Dues

Submitted by: Carolyn H. Allen, Chair, ACRL Budget and Finance Committee  
Mary Jane Petrowski, ACRL Associate Director

Date submitted: June 8, 2020

### **Background**

The ACRL Board, during its January 25, 2020, meeting in Philadelphia, Pennsylvania, approved the ACRL Budget & Finance Committee's recommendation to increase personal member dues up to the 2.4% increase in the HEPI index as allowed by ACRL Bylaws. Following the formula provided in the ACRL Bylaws, this 2.4% increase allows a \$2 increase for its regular personal membership dues and \$1 for its retired membership dues and FY21 dues rates were approved as follows:

- Personal members: \$70
- Retired members: \$45

Additionally, the ACRL Board, at its January 25, 2020, meeting in Philadelphia, Pennsylvania, approved the ACRL Budget & Finance Committee's recommendation for a \$5 student dues rate for an additional two years, for a total of 5 years. The FY21 and FY22 student dues rate will be:

- Student members: \$5

Since the Board approved the dues increase, the HEPI Index has declined dramatically, dropping from 2.4% in December 2019 to 1.4 % in March 2020. Using the new rate, personal dues can be raised by \$1, for regular and retired members. (See Doc 8.1 or B&F Doc 20.1 for financial details and calculations.)

In April 2020, the ALA Executive Board voted not to increase dues in FY21 in wake of the COVID-19 pandemic and recession. This action was widely publicized to the membership and will be part of the messaging on the ALA membership renewal form when ALA resumes renewal reminders. ALA has not asked Divisions to follow suit.

As the economic fallout continued into the spring, ALA asked all units to revise FY21 revenue projection to reflect a 30% decline in membership revenue and ACRL has made the necessary revisions based on

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

the previously approved dues increase for FY21. We have not had access to financial performance reports since January, so it is difficult to gauge the impact of the pandemic on FY20 dues revenue.

### **Questions for the Board to Discuss**

Given the new financial environment and changes in the HEPI Index, there are two questions to consider:

1. Should the Board follow ALA's action and rescind the previously approved FY21 dues increase for personal and retired members as a symbolic gesture of solidarity and compassion during the COVID-19 pandemic?
2. Should the Board revisit the previously approved FY21 dues increase and approve an adjustment based on the latest decline in the HEPI index, given the unprecedented financial environment where revenue from membership dues is expected to decline significantly?

### **Stakeholders**

The ALA membership director does not anticipate another broad campaign around the dues change. When ALA resumes sending renewal notices, the dues action will be part of the messaging on the form.

### **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.

## FY21 Personal Member Dues Increase Projection

Category	Current FY20 Rate	Approved FY21 Rate	Projected FY20 HEPI <sup>1</sup> Increase	\$ Amount**	Proposed FY21 Rate Based on March 2020 HEPI Projection	Current Members*	Projected FY21 Revenue Reduced by 30% <sup>ΔΔ</sup>	Additional FY21 Revenue Reduced by 30%	Cumulative Revenue from FY12 – FY19 Dues Increases <sup>Δ</sup>
Personal	\$68	\$70	1.4%	\$1.00 <sup>2</sup>	\$69	7,738	\$373,745	\$5,417	\$401,944
Retired	\$44	\$45	1.4%	\$1.00	\$45	330	\$10,395	\$231	\$11,505
Students	\$5	\$5***	1.4%	\$0.00	\$5	1,018	\$3,563	\$0	-\$56,368
Total							\$387,703	\$5,648	\$357,081

\*Based on the February 2020 membership report, the most recent available data. The projected revenue is reduced by 30% to align with ALA projections for FY21. Calculations exclude the 200 personal members who pay no dues. Complimentary memberships are given to Spectrum Scholars, pre-1976 continuing members (retired with 25 years of continuous ALA membership), and pre-1976 life members.

\*\*Increase rounded to the nearest dollar.

\*\*\*Note: the \$5 student dues rate was approved through 2022. Current ALA student dues are \$39.

<sup>ΔΔ</sup>ALA has requested that all units budget a 30% decline in dues revenue for FY21, so the revenue has been adjusted accordingly.

<sup>Δ</sup>Additional dues revenue received from dues increases over time (FY12-F19).

<sup>1</sup> HEPI stands for Higher Education Price Index. The Higher Education Price Index (HEPI) is an inflation index designed specifically to track the main cost drivers in higher education. Additional information is available at <http://www.commonfund.org/CommonfundInstitute/HEPI/Pages/default.aspx>. Data from the Commonfund Higher Education Price Index (HEPI) spring projection for 2020 was released on March 31, 2020. It shows that inflation for U.S. colleges and universities declined to 1.4 percent in fiscal year 2020, a decline from last fiscal year's 2.9 percent rate increase.

<sup>2</sup> ACRL Bylaws Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. HEPI issues a preliminary forecast in March, a close-to-final estimate in July, and final number in November. 1.4% of ACRL's current personal dues rate of \$68 is \$0.95. Similarly, 1.4% of ACRL's current retired member dues rate of \$44 is \$0.61. Rounded to the nearest dollar the largest increase possible (at this time) for regular member categories in FY21 is \$1.00 and \$1.00 for retired members. Student dues were fixed at \$5 through FY22 and will be reviewed prior to FY23.



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



**Draft Budget & Finance Committee and Board of Directors Action Form**

**To:** ACRL Board of Directors  
ACRL Budget & Finance Committee

**Subject:** ACRL FY21 Budget

**Submitted by:** Carolyn Henderson Allen, ACRL Budget and Finance Committee Chair

**Date submitted:** June 15, 2020

**BACKGROUND:**

The ACRL Budget and Finance Committee discussed the FY21 budget during its 2020 June virtual meetings. The budget presented in June includes changes made since the committee reviewed during its meetings held at the 2020 ALA Midwinter Meeting in Philadelphia. Based on recommendations from the Committee and Board, ACRL staff reviewed and updated the FY21 budget again between Midwinter and the April 8, 2020 Spring Board Virtual Meeting. A full list of changes made between April and June can be found in B&F Doc 11.0 and Board Doc 10.2. During the June 2020 virtual meetings, the Committee and Board will discuss further potential edits to the FY21 budget.

Typically, in June, the Committee makes a recommendation to the Board for next year's budget, and the Board approves at the ALA Annual Conference. As the impact of COVID-19 on both the ACRL and ALA budgets is still to be known, the Committee and Board may choose to postpone approving the FY21 budget until the fall when we have a better idea of the impact of COVID-19 on institutions and ACRL revenues. If the Committee and Board choose to take action in June 2020, they may need to approve a new FY21 budget in the fall if changes are made before the ALA Board takes action in the fall.

Please note that budgeted total expenses may vary slightly from the final budget approved by the ALA Executive Board in Fall 2020. This variance results from the way ALA's budgeting software manages salaries and benefits. Benefits are calculated as part of total salaries. Previously, each unit's salaries and benefits were self-contained and any changes only affected that unit. ALA's current software has salaries and benefits integrated across all of ALA. If a salary in another unit changes, the benefits are recalculated across ALA. This means that total benefit expenses will change affecting the final total expense. It should be relatively small, but the Board should be aware of this possible variance.

**Draft Action (B&F):**

That the ACRL Budget and Finance Committee approves to recommend to the ACRL Board of Directors the ACRL FY21 budget with:

- ACRL Revenues \$3,929,775
- ACRL Expenses \$4,620,662

- ACRL NET (\$690,887)
- Choice Revenues \$2,458,566
- Choice Expenses \$2,410,825
- Choice NET \$47,741

**Draft Action (Board):**

That the ACRL Board of Directors approves the Budget and Finance Committee's recommendation for the ACRL FY21 budget with:

- ACRL Revenues \$3,929,775
- ACRL Expenses \$4,620,662
- ACRL NET (\$690,887)
- Choice Revenues \$2,458,566
- Choice Expenses \$2,410,825
- Choice NET \$47,741

**IF PERTINENT: Have other stakeholders been consulted?**

**STRATEGIC GOAL AREA SUPPORTED:**

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☒ **Enabling Programs and Services**

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

**FISCAL AND STAFFING IMPACT:**

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

**ACTION TAKEN:** ☐ Motion Approved ☐ Motion Defeated ☐ Other: \_\_\_\_\_

**ACRL AC20 Doc 10.0**  
(Also ACRL MW20 Joint Board/B&F Doc C)

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



**This version is for reference only and reflects the overview that was shared at Midwinter 2020 and at the April 8, 2020 Spring Board Virtual Meeting. After the Spring Board meeting, staff reviewed the full FY21 budget and updated the budget based on the impact of COVID-19. The FY21 Budget presented to the Board and B&F Committee in June 2020 includes those edits.**

**For a full list of edits based on the impact of COVID-19, please see**

- **Doc 10.2 FY21 ACRL Changes Spring 2020 to June 2020**
- **Doc 10.3 FY21 Choice Changes Spring 2020 to June 2020**

**Further edits for Board/B&F consideration in June 2020 can be found in:**

- **Doc 20.0 Board Cover Form: Proposed FY21 Budget Updates**
- **Doc 20.1 Proposed FY21 Budget Updates**

**To: ACRL Budget and Finance Committee**

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

**Date: January 8, 2020**

**Re: Overview of FY21 budget**

**cc: ACRL Board of Directors**

## **Executive Summary**

---

ACRL TOTAL	FY21	FY19	\$ Var from	% Var from
	Budget	Actual	Actual	
Revenues	\$5,114,171	\$5,115,731	(\$1,560)	-0.03%
Expenses	\$5,299,392	\$5,234,168	\$65,224	1.25%
NET	(\$185,221)	(\$118,437)	(\$66,784)	56.39%
Ending net asset balance	\$2,205,975	\$3,311,824	NA	NA

CHOICE TOTAL	FY21	FY19	\$ Var from	% Var from
	Budget	Actual	Actual	
Revenues	2,513,535	\$2,520,863	(\$7,328)	-0.29%
Expenses	2,545,859	\$2,698,854	(\$152,995)	-5.67%
NET	(\$32,324)	(\$177,991)	\$145,667	-81.84%
Ending net asset balance	\$2,530,436	\$2,571,980	NA	NA

## ACRL Budget overview

The attached spreadsheets (B&F Doc 7.1 & 7.2) document anticipated revenues and expenses for FY21 by project, based on the budget assumptions (B&F Doc 6.0) as developed by staff and the Budget & Finance Committee, and then revised and approved by the ACRL Board at its 2019 Fall Board Virtual Meeting. As we discussed during the Fall Board Meeting, the assumptions were a “wish list” and I was doubtful we could include all of them in the budget without a large deficit (or a sudden windfall—which hasn’t happened, yet, and I don’t expect to happen). Staff included all the assumed expenses in the initial draft budget and then reviewed the bottom line.

The first draft of the FY21 budget, included all of the budget assumptions, and resulted in a significant deficit, in what would typically be a year in which ACRL would generate a significant net revenue due to it being an ACRL Conference year. The initial deficit brought the ending net asset balance closer to the “high risk” scenario the Budget & Finance Committee developed (B&F Doc 8.0). While technically we need only keep in reserve what a 1998 ALA policy requires (it has been average of one-quarter of the last four year’s expenses and it is not clear if this policy is still in force, , ACRL adopted its own [policy](#) to the same effect, “ACRL will maintain a mandated Reserve Fund equal to at least 25 percent of the average annual expenditures excluding CHOICE over the four most recently completed years. The operating budget contains an expense line for the mandated reserve, and it is appropriately budgeted as part of the annual budget preparation. The Reserve Fund does not accrue interest to ACRL.” Source: ACRL Board, July 1986, January 1991, revised June 1997.

In practice ACRL has kept a larger net asset balance. ACRL has done this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancellation or major disruption to the attendance, there would be money on hand to sustain the organization. As another point of comparison, the Council of Higher Education Management Association executive directors recently shared their net asset balance policies, and many were more conservative than ALA’s (B&F Doc 9.0).

At the end of FY15, ACRL’s net asset balance was sizeable; it had increased to \$5 million. This was the result of careful stewardship, increasingly successful biennial conferences, and some frugality brought on by the Great Recession of 2008.

After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that more of this money needed to be put to work investing in programs and services that meet member needs, as

**ACRL AC20 Doc 10.0**  
**(Also ACRL MW20 Joint Board/B&F Doc C)**

well as setting some aside in ACRL's Long Term Investment to increase that particular revenue stream. Over the last few years, ACRL put that money to work investing in programs, such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new *Framework for Information Literacy for Higher Education*, development of a research agenda for scholarly communications, investment in Project Outcome for Academic Libraries, developing curriculum for RoadShows, investments in scholarships to ACRL professional development events (in addition to those donated by individuals), investments in ACRL's LTI, and a transfer to CHOICE to support the development of new products.

After all of these investments, ACRL has successfully reduced its net asset balance to \$3,311,824 at the end of FY19 and provided many new contributions/programs to the profession. Deficits budgeted for FY20 could reduce the net asset balance to \$2,391,196.

This brings us back to the draft FY21 budget, which currently has a projected net asset balance of \$2,205,975 against the minimum required by ALA/ACRL of \$1,060,858. To present you with a draft budget that stayed above the net asset balance required by ALA/ACRL and closer to that recommended by previous Budget & Finance Committees, staff removed/reduced some expenses from those articulated in the FY21 budget assumptions (B&F Doc 6.0, Board Doc 10.0), while still investing in a number of programs and services. Some expenses were "trimmed," e.g., less money for travel, catering, supplies, staff professional development, etc. and some items were removed from the budget. Those removed and those with specific amounts called for and then reduced are noted on the updated Budget Assumptions (B&F Doc 6.0, Board Doc 10.0). A few of the eliminated or reduced expenses listed in the assumptions are highlighted here:

- Removed a staff position that is in the FY20 budget. This is the ACLS fellow position that ACRL extended to a third year at its own expense. This term ends in August 2010 and we will not continue this position.
- \$50,000 for unplanned strategic initiatives reduced to \$25,000
- Removed \$25,000 for 3-year membership survey
- Reduced from \$75,000 to \$60,000 funds budgeted out of operating budget for ACRL 2021 Conference Scholarships.
- Reduced by \$6,000 funds allocated to miscellaneous, e-learning, and Immersion scholarships.
- Reduced from \$30,000 to \$18,000 budgeted "grants" for liaison work, which has been underused.
- Reduced from \$21,000 to \$12,000 for grants to present about value of academic libraries as the program is in its 4<sup>th</sup> year.

The spreadsheets (B&F Doc 7.1, Board Doc 10.2) provide an overall executive summary that identifies revenues and expenses in the three main areas of membership dues and services, publications, and professional development. The next spreadsheet is an executive summary of the budget through the lens of the Plan for Excellence goals and enabling programs and services to provide a quick glance at how strategically ACRL's resources are allocated.

For those new to the ACRL budget, it is important to remember two things. First, ACRL has been in an aggressive spend down of its net asset balance, which had risen to \$5 million, and was budgeting deficit budgets to achieve this. Second, ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show net revenues that cover all of the planning expenses from the previous year,

as well as excess revenues to support member programs and services. This “seesaw” budget can be seen in Figure 1 (B&F Doc 16.1).

With success at reducing the net asset balance the Budget & Finance Committee should review its net asset balance scenarios (Joint Docs E & M) to determine the appropriate size of the net asset balance. The Committee may also want to suggest scenarios to the Board for any prioritization of ACRL’s initiatives.

As one considers the FY21 budget, it becomes evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. We continue to look for ways to diversify revenue streams and while there have been some upticks in revenues generated by book sales, classified advertising, and online advertising, these revenue streams can be a bit mercurial and advertising tends to increase in an ACRL Conference year and decrease in the following year (which we are seeing from FY19 to FY20).

## **FY21 revenue streams**

As we consider ACRL’s three standard revenue streams, here is how we projected for FY21.

- **Membership.** The number of ACRL members has been in a steady decline despite more efforts at retention. The FY21 revenue was projected based on a decrease of 0.74% on the August 2019 membership of 9,313 (excluding 206 non-dues paying members), the percentage of decrease we have seen in the last five non-conference years. ACRL has historically increased dues slightly up to the HEPI index but no increase is included in this draft budget as the Board has not yet acted on a dues increase. Revenues from consulting are projected to increase over FY20 as contracting with one of ACRL’s consultants to manage the program has eliminated the need for a staff position to manage the program. A number of revenue-generating ideas are being explored.
- **Publications** are budgeted fairly flat or with a slight decline over FY20 with even classified advertising showing a small decline based on FY20 first quarter performance. As a reminder, last year ACRL recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The “operating agreement” allows division journal advertising included in a membership publication to be free of overhead payments. In reality most of ACRL’s advertising is online in an open access format and does not qualify for exemption from overhead. For *C&RL News* alone that adds an expense of about \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising. This coupled with a decline in advertising means *C&RL News* may occasionally needs a subsidy rather than returning significant net revenues to support other areas of the association. The first draft FY21 budget has *C&RL News* returning a small net of about \$7,500. Book sales are budgeted flat to FY21. Online sales of ACRL Metrics and the new facilities survey database are expected to increase and we are hoping that a new financial arrangement with the vendor will benefit ACRL’s bottom line.
- **Education** revenues are up significantly from the FY20 budget due to the ACRL Conference. Net revenues from other professional development events are budgeted to break even and they do in the FY21 draft. Webinar revenues are down from FY19 for two reasons. One, there is uncertainty what ALA’s move to standard pricing will mean for ACRL. One proposal would reduce the cost to organizations and would have meant a loss of \$13,000 from ACRL’s webinars in FY19. Two, FY19 webinar registrations were fueled by the

successful series, Scholarship of Teaching and Learning, and it is not always easy to identify the topics for these series that will attract large audiences.

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

## **Major strategic initiatives**

ACRL continues its spend down of the net asset balance in FY21 but just as the libraries ACRL serves have had to prioritize programs/services, ACRL will need to do the same. ACRL may not be able to continue to fund as many new ideas as it has in the past. Specific initiatives included in the FY21 budget are articulated in the Budget Assumptions document (B&F Doc 6.0, Board Doc 10.0) and relate primarily to funding programmatic initiatives that support ACRL's Plan for Excellence strategic goal areas, its new core commitment to equity, diversity, and inclusion, and invest in its enabling programs and services.

The FY21 budget provides support for many of these initiatives:

- \$121,000 to support the Research and Scholarly Environment goal which includes \$30,000 being made available for research grants, \$10,500 being made available for presentations about the agenda to higher ed conferences, and \$42,000 to pay for ACRL's membership in other organizations including \$30,000 for the Library Copyright Alliance;
- more than \$185,000 is budgeted to further ACRL's Value of Academic Libraries initiatives, including the further refinement of Project Outcome for Academic Libraries;
- more than \$246,000 is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues);
- More than \$9,000 is budgeted to support ACRL's new roles and changing landscape initiative.
- \$102,000 is budgeted for scholarships, which includes support for ACRL Conference, RBMS Conference, and Immersion program as well as \$14,000 to support two Spectrum Scholars and \$3,000 to support three ALA Emerging Leaders;
- \$20,000 is budgeted to support the creation of new roadshow curricula.

## **Historical context for FY21 budget**

*Note: figures mentioned below can be found at the end of this document.*

As we consider the FY21 preliminary budget, it is helpful to consider it in its historical context. **Figure 1** shows ACRL's net revenues since FY2012. The peaks are the years in which ACRL held its major conference; the valleys are the even years without the conference revenues. On this chart ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then, net revenues in conference years have been about the same although this comparison becomes more complicated as ACRL intentionally spends down its net asset balance. The decline of revenues from ACRL's publishing and dues revenue has contributed to the declining net.

**Figure 2** shows ACRL and CHOICE overhead to ALA, since FY12. Overhead rates can vary slightly year-to-year and the current overhead rate is 26.5%. Per the ALA policy outlined in the ACRL Guide to Policies and Procedures, "Revenues from registration fees are assessed at 100% (which includes the ACRL Conference) of the ALA overhead

composite rate. ACRL pricing of revenue producing activities must incorporate the cost of these charges.” and, “overhead will be assessed at 50% of the ALA composite rate on revenue from net sales of materials, subscriptions, advertising (except in those publications which are provided to division members as a prerequisite of membership, including those that are reformatted, and other miscellaneous fees.” Choice currently pays 50% of the overhead rate, and with this rate for FY21, Choice has budgeted a net revenue of (\$32,324). It is also important to note that in addition to the overhead Choice pays ALA, Choice also assumes all expenses for its own building, equipment, technology, and office expenses.

**Figure 3** shows ACRL Conference revenue trends. *Gross* revenues and attendance has increased up until FY17, and *net* revenues, which take into consideration the expenses for both years of the two-year conference cycle, fluctuate, having declined from a high of \$642,298 for the 2005 Conference in Minneapolis to \$348,773 for the 2003 Conference in Charlotte, then increased to \$597,621 for the 2015 Conference in Portland, and decreased back to \$475,320 for the 2017 Conference in Baltimore and dropped again to \$254,449 for the 2019 Conference in Cleveland. The net of the 2017 Conference was 17% of conference revenues. Future conference budgets should consider budgeting for net revenues of at least 10-15% of total revenues to ensure a steady income stream. ACRL has been fortunate to routinely exceed budgeted revenue targets and hold the line on costs, which has led to our healthy net revenues, but as we look to budget for future conferences, it may be prudent to increase our targeted net.

**Figure 4** demonstrates the fluctuations of publishing revenues. Historically, subscription and ad revenues covered all publication expenses and also subsidized member programs. With the move to Open Access and decline in subscriptions *C&RL* and *C&RL News* switched to needing a subsidy from member dues. *C&RL* will continue to need subsidies from other revenue streams, as its online ad revenue does not generate enough income to fully support the open access digital publication. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified ad revenues, returning the *C&RL News* project to one with positive net revenues. In FY18, we reconsidered which advertising we were paying ALA overhead on since “advertising in journals that are perquisites of membership are overhead-exempt” but other advertising revenue is not. Since more of ACRL’s advertising now appears in various digital newsletters, etc., we reclassified that revenue as being subject to overhead, which made the *C&RL News* a deficit budget for the first time since 2010. For FY21, we are budgeting for a modest positive net revenue for *C&RL News*, despite the fact that we will continue to account for most of the advertising revenue at the full overhead rate.

**Figure 5** shows membership dues revenues for the past ten years. The positive effect of the dues increase, approved in 2005 is quite evident. That dues increase also created a new member rate for students, which the Board reduced to \$5 effective with FY18; with that reduction we have seen a 67.9% increase in student members since August 2017. Currently 10.8% or 1,053 ACRL members are joining at the student rate. Of concern is the fact that, although small, regular dues increases have stabilized dues revenue, ACRL membership continues to decline. We will continue to work to articulate ACRL’s value proposition in a way that resonates with potential members and builds on ALA’s recruitment of academic and research librarians. In FY20, ALA hired a new membership director, and has restructured its membership offices to form one unit: Member Relations & Services (MRS), which will focus on providing services to both members and customers, and building relationships and articulating value propositions to drive membership for ALA. ACRL is eager to work with ALA MRS to explore joint recruitment and retention opportunities.

**Figure 6** shows the comparison of revenues/expenses by the three major categories for the last 5 years. The charts

show the increasing dependence on net revenues from ACRL's educational programs, especially the ACRL Conference, to support the organization.

## Choice FY21 Budget Overview:

For fiscal 2021 we have budgeted revenues of \$2,513,535 on expenses of \$2,545,859<sup>1</sup>, for net operating income of -\$32,324.

**Table 1: Choice Publishing Unit FY21 Overview**

	FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
<b>TOTAL REVENUES</b>	2,513,535	2,645,630	(132,095)	2,520,864	(7,329)
<b>TOTAL EXPENSES</b>	2,545,859	2,654,851	108,992	2,698,854	152,995
<b>NET REVENUES</b>	(32,324)	(9,220)	(23,103)	(177,990)	145,666

## Revenue

**Subscriptions.** Despite the introduction of a new subscription product, *ccAdvisor*, in the fall of 2017, subscription revenue has fallen from 53% of unit revenues five years ago to 50% for the FY21 budget. For FY21, we have budgeted for subscription revenues of \$1.263K, a 3% decline from FY19.

**Table 2: Subscriptions**

			FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
<b>SUBSCRIPTIONS</b>							
3900	4110	Choice magazine	347,724	386,360	(38,636)	387,925	(40,201)
3901	4110	Reviews on Cards	86,073	90,603	(4,531)	92,677	(6,604)
		Subtotal: Choice Print	433,797	476,963	(43,166)	480,602	(46,805)
3913	4110	Choice Reviews	651,630	664,514	(12,884)	651,630	0
		Subtotal: All Choice	1,085,427	1,141,477	(56,050)	1,132,232	(46,805)
3905	4110	Resources for College Libraries	140,000	147,125	(7,125)	132,798	7,202
3918	4110	ccAdvisor (Choice)	37,500	37,500	0	41,100	(3,600)
	<b>4110</b>	<b>TOTAL SUBSCRIPTIONS</b>	<b>1,262,927</b>	<b>1,326,102</b>	<b>(63,175)</b>	<b>1,306,130</b>	<b>(43,203)</b>

## Choice "Core" Publications

The traditional core of Choice revenue derived from publication of our reviews in three formats—as a digital database, a print magazine, and a card deck. It is scarcely necessary to rehearse here the ongoing pivot away from the use of reviews in the collection development process, but suffice it to say that while the FY20 budget optimistically looked to hold print (magazine and cards) subscription revenue level to FY19 and even contemplated a modest increase in digital (*Choice Reviews*) revenue, for FY21 we have bowed to the inevitable and brought our print (magazine and cards) estimates down some 10% below FY19 and kept digital revenue flat. Overall, at \$1,085,427, subscription revenue from all three Choice sources is budgeted to end the year some 4% to 5% below both FY19 and FY20B, as shown in Table 2, above.

## Resources for College Libraries

As recently as FY15 RCL was available in a bundled package with ProQuest's Bowker Book Analysis System (BBAS), but with what was described to us that year as the decommissioning of that product, RCL revenues, deprived of the bundled offer, fell by some \$50K. Then this past year ProQuest informed us that while they had indeed stopped accepting any new subscriptions to BBAS, they had maintained a legacy version for existing customers. At the same time, they announced that

<sup>1</sup> Salaries and benefits are autocalculated by the ALA accounting system. Expense figures reported in this document depend on internal Choice accounting tools and may vary from the final numbers.

**ACRL AC20 Doc 10.0**  
(Also ACRL MW20 Joint Board/B&F Doc C)

they were contemplating a revival of the product and enlisted our aid in determining the level of interest among librarians. The usual inconclusive surveys were done. As of this writing it remains unclear as to ProQuest's strategic priorities and the extent to which—and when—it might be willing to invest in this venture, but the promised upgrades, including a renewal of content and marketing ties between BBAS and RCL, are up for discussion again this month. Should the revived product be reintroduced to the market, we might see growth in RCL revenues, but until we have more information, it seems prudent to hold our expectations in check. We have thus budgeted subscription revenue of \$140,000 for FY21, roughly level with recent receipts.

### CC Advisor

ccAdvisor, our collaboration with The Charleston Company, launched at the very beginning of FY18 and almost immediately garnered a consortial subscription for the ~215 member libraries in the Center for Research Libraries (CRL). Now in its third year, that subscription brings us around \$57K annually, and its renewal has been factored into the FY21 budget. Beyond this one large account, however, growth has been slow, leading to our decision this past spring to turn sales responsibility for the product over to the large and experienced EBSCO sales force. To date, they too have had only modest success, garnering only three to four new subscriptions per month. As a result, we are budgeting for total subscription revenue roughly level with last year, some \$75K, half of which is shared with The Charleston Company, as are all project-related expenses.

**Advertising and Sponsored Content.** With only half of Choice revenues coming from libraries (in the form of subscriptions), we are aggressively pursuing other sources of income. Replacing this lost subscription revenue has been a challenge, but we have persevered by developing a more diverse suite of opportunities for our advertisers and sponsors. Far from the situation at the beginning of the previous decade, when advertising choices centered around print ads in the magazine, we now offer a wide range of formats and platforms, including sponsored webinars, podcasts, white papers, newsletters, and eblasts, in addition to traditional print and digital advertising. For FY21, these will account for roughly a quarter of Choice total revenue, up from only 18% five years ago.

**Table 3: Advertising and Sponsored Content**

			FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
<b>ADVERTISING &amp; SPONSORED CONTENT</b>							
3907		Choice magazine net	238,750	286,500	(47,750)	258,286	(19,536)
3913		Choice Reviews net (see Note 2)	28,650	28,650	0	141,368	(112,718)
3914		Choice content marketing net	238,750	222,038	16,713	48,395	225,924
3918		ccAdvisor net	9,550	11,938	(2,388)	12,179	(2,629)
3909		Webinars net	131,909	152,203	(20,294)	138,882	(13,416)
		<b>TOTAL ADVERTISING &amp; SPONSORED CONTENT</b>	<b>647,609</b>	<b>701,328</b>	<b>(53,719)</b>	<b>599,110</b>	<b>48,499</b>

### Webinars

The Choice-ACRL sponsored webinars continue to impress us with their vitality, with one of our webinars this past year garnering close to 4,000 (!) registrants. FY19 gross sales were in the neighborhood of \$162K, and we have budgeted for a similar amount in FY21. Under the terms of our agreement with ACRL, this will be split 85%/15% in our favor, generating net revenue, after the split and after sales commissions, of \$138K.

### Podcasts

During FY18 Choice launched a podcast program, The Authority File, featuring author interviews and conversations with library leaders. Now entering its third year, the program continues to grow. FY19 total listenership (downloads and streams) was 62% higher than the previous year, and during the first four months of this fiscal year, Authority File episodes were

## ACRL AC20 Doc 10.0 (Also ACRL MW20 Joint Board/B&F Doc C)

listened to some 13,000 times, up an additional 61% over this time last year. Bolstered by this success, we are now planning to add a new podcast series (name to be determined) featuring in-depth conversations about contemporary trends, best practices, and case studies important to the academic community. Unlike The Authority File’s guest Q&A format, the new series uses a multi-episode narrative format to showcase innovative programs, advocacy, and community connections that librarians and their institutional partners are developing.

This year’s gross podcast revenues are up 40% year-over-year, and future bookings have already topped our annual budget for FY20. In light of this, we are budgeting, conservatively, for \$30,000 in gross receipts for FY21, but with the expectation that we shall top this figure.

### White Papers

To date we have published five white papers, the first four of which have been downloaded over 1,000 times each. (The fifth paper, Carol Tenopir’s report on the current status of RDS in academic libraries, launched only a few weeks ago.) Potential underwriters are beginning to take notice, and so once again we have budgeted for two white papers at an estimated \$20,000 each.

### Traditional Print and Digital Advertising

Given the very narrow range of our current advertisers, and with industry consolidations reducing their number, advertising and sponsored content has proved to be something of a zero-sum game for Choice. The “losers” in this game are traditional print (“space”) and digital (banner) advertising, which in FY19 accounted for only about 44% of Choice advertising and sponsored content revenue, compared to a hefty 88% in FY13. It takes no stretch of the imagination to see why advertisers would not prefer the closer relationship with their customers afforded by platforms such as webinars and podcasts. Magazine advertising revenue fell dramatically in FY19, and based on our sales year to date, we do not see the hoped-for rebound. FY21 magazine revenue is thus budgeted flat to FY19. Similarly, banner advertising, which never enjoyed widespread approval (sic), has not grown in three years and is budgeted to remain at FY19 levels for FY21.<sup>2</sup>

**Royalties.** Licensing has proved a durable, if vulnerable, source of income for Choice. *Durable* in the sense that royalties typically come in the form of multiyear licenses representing recurring and thus highly predictable income; *vulnerable* inasmuch as periodic license renewals present opportunities for licensees to undertake disciplined ROI analyses and to demand—all too often—a lower license fee. That said, since the loss of the \$108K license for RCL content in Intota in FY17, licensing revenues have held steady in the neighborhood of \$520K, and we expect no major surprises in FY21.

			FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
<b>ROYALTIES</b>							
3900	4421	Choice (CCC, reprints, etc.)	1,300	1,000	300	1,370	(70)
3902	4421	Choice reviews	507,699	510,200	(2,501)	513,321	(5,622)
3905	4421	Resources for College Libraries	10,000	8,000	2,000	7,000	8,630
<b>TOTAL ROYALTIES</b>			<b>518,999</b>	<b>519,200</b>	<b>(201)</b>	<b>521,691</b>	5,678

**Table 4: Royalties**

<sup>2</sup> Prior to this year, advertising revenues for *Choice Reviews* included revenue from eblasts and newsletters, properties that share little in common with *Choice Reviews* except for the fact that both are “digital.” To eliminate this historical anachronism and provide a better basis for analyzing our digital revenues, beginning in FY20 newsletters and eblasts have been moved to project 3914, Content Marketing. As a result, year-over-year comparisons of ad revenue for *Choice Reviews* prior to FY20 are no longer valid.

## Expenses

In FY13, Choice staff comprised nineteen employees, three editors working as outside contractors, and two freelance administrative personnel, for a total of twenty-four staffers. Over the past six years we have reconfigured our staff, until today we stand at nineteen employees and one open position, soon to be filled, for a total of twenty staffers. Payroll has gone up as contractors were converted to full-time employees and with COL adjustments, but our “outside services” expenses, where our temps and contract workers were formerly charged, has fallen by about \$300,000 during this same period. Overall, we are doing more with fewer people, so much so that the combined cost of staff services has risen by only 5% in the last six years.

**Table 5: Payroll and Outside Services Charges, FY13-19<sup>3</sup>**

	FY19	FY18	FY17	FY16	FY15	FY14	FY13
Payroll and Related Expenses	1,665,237	1,618,841	1,586,901	1,380,512	1,388,005	1,412,541	1,286,139
Outside Services	126,324	135,658	271,623	365,043	356,501	317,121	420,770
	1,791,561	1,754,499	1,858,524	1,745,555	1,744,506	1,729,662	1,706,909

As Table 6, below, shows, these same economies are being practiced elsewhere at Choice, with direct expenses slated to come in \$146K and \$87K below FY19 and FY20B, respectively. Publication-related expenses are level with FY19 after increasing in FY20 to pay for the Choice360 rebuild. Operating costs are down largely through the retirement of capital expenses for the creation of Choice Connect, our back-end database and authoring tool, and reduced depreciation costs for the relaunch of Choice Reviews, which is nearing the end of its five-year depreciation schedule.

Overall, we have been quite successful at holding direct spending virtually flat over the past five years. In the years between FY15 and FY19, total expenses fell by \$450K and are budgeted to decrease an additional \$150K through the end of FY21. If these figures hold, they will represent a compound annual growth rate (CAGR) of -3.5%, a remarkable achievement even in these times of low inflation.

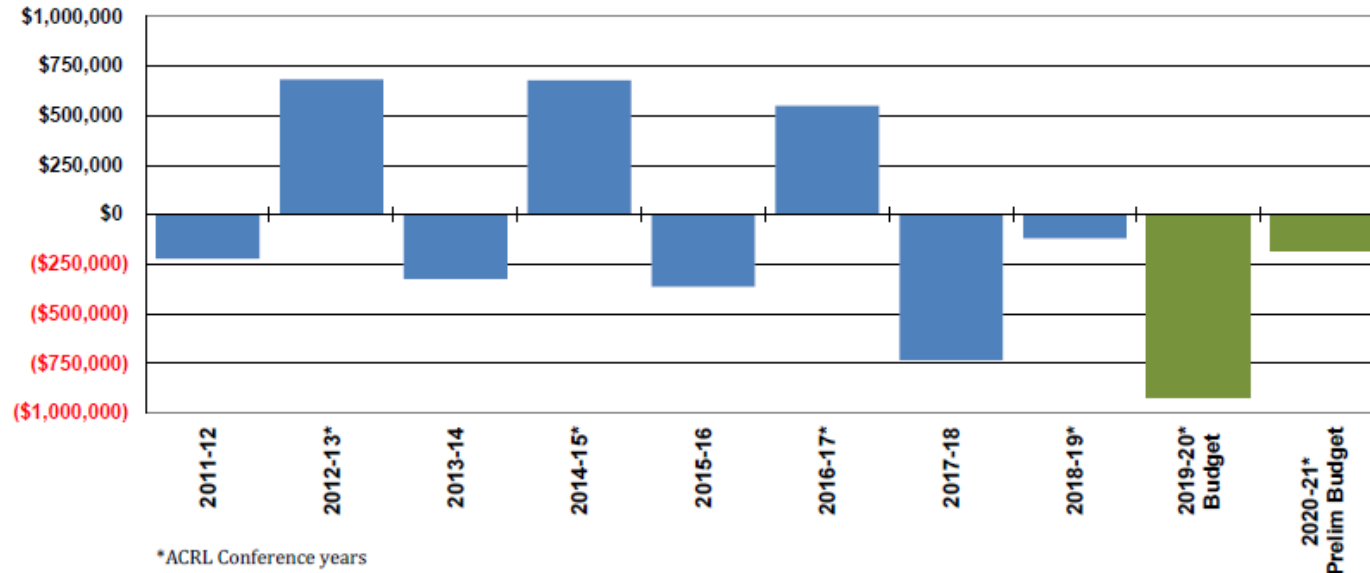
**Table 6: Expenses**

	FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
<b>EXPENSES</b>					
Payroll and Related Expenses	1,648,951	1,618,065	(30,885)	1,665,237	16,286
Outside Services	66,831	65,650	(1,181)	101,658	34,827
Travel and Related Expenses	34,025	36,150	2,125	41,543	7,518
Meetings and Conferences	16,350	12,600	(3,750)	11,771	(4,579)
Publication-related Expenses	260,845	348,782	87,937	260,373	(472)
Operating Expenses	216,228	248,967	32,739	308,930	92,702
<b>Subtotal Direct Expenses</b>	<b>2,243,230</b>	<b>2,330,215</b>	<b>86,985</b>	<b>2,389,512</b>	<b>146,282</b>
					0
<b>Subtotal Indirect Expenses (IUTs)</b>	<b>(59,050)</b>	<b>(55,135)</b>	<b>3,915</b>	<b>(63,083)</b>	<b>(4,033)</b>
					0
IUT/Overhead	333,043	350,546	17,503	334,014	971
IUT/Allocations (Liberty Square)	29,225	29,225	0	38,411	9,186
UBIT	0	0	0	0	0
<b>Subtotal Overhead</b>	<b>362,268</b>	<b>379,771</b>	<b>17,503</b>	<b>372,425</b>	<b>10,157</b>
					0
<b>TOTAL EXPENSES</b>	<b>2,546,448</b>	<b>2,654,851</b>	<b>108,403</b>	<b>2,698,854</b>	<b>152,406</b>

<sup>3</sup> The Outside Services expenses shown here are for temporary and professional services only. Not included are bank charges, equipment, and repairs, also categorized under Outside Services in ALA accounting. Prior to FY19, RCL editorial reimbursement was counted as revenue. For FY19, the reimbursement was reclassified as a (negative) expense in Outside Services, thus making expenses seem lower than in previous years. To facilitate a valid comparison with previous years, in this Table 5 the reimbursement has been “added back” to Outside Services for FY19.

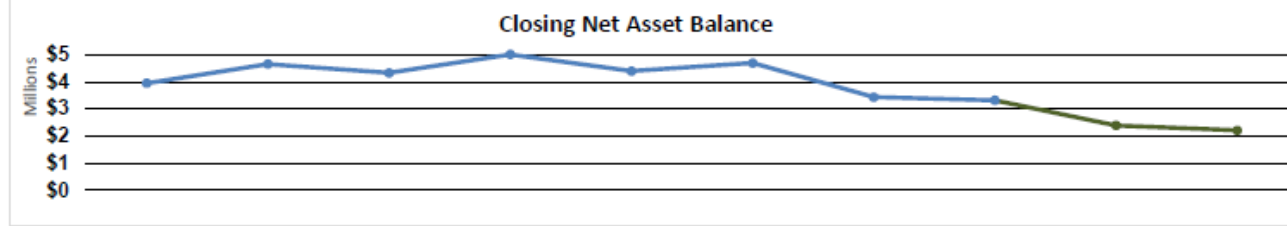
In FY21, Choice will deliver \$330K to the ALA general fund, while at the same time paying all costs associated with its offices in Middletown, Connecticut. These include amortization of the loan, maintenance and upkeep, equipment, utilities, parking, and our own IT department. In fiscal 2019, these costs came to just under \$300K.

**FIGURE 1**  
**Net Revenue**  
**(excluding CHOICE)**

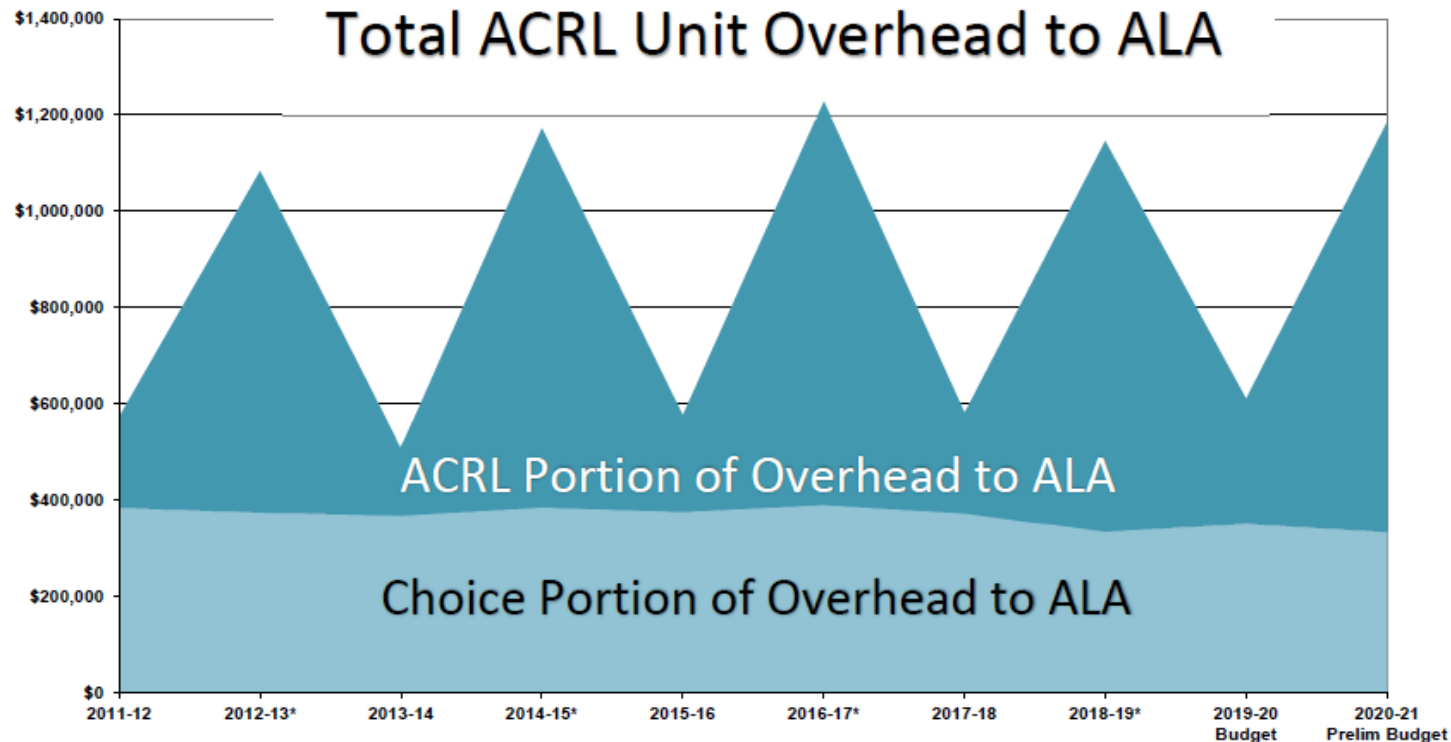


\*ACRL Conference years

Opening Net Asset Balance	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583
Revenues	\$2,388,467	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,731	\$2,572,017	\$5,114,171
Expenditures	\$2,610,814	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,234,168	\$3,495,258	\$5,299,392
<b>NET</b>	<b>(\$222,347)</b>	<b>\$681,788</b>	<b>(\$322,727)</b>	<b>\$677,409</b>	<b>(\$362,730)</b>	<b>\$548,561</b>	<b>(\$732,687)</b>	<b>(\$118,436)</b>	<b>(\$923,241)</b>	<b>(\$185,221)</b>
Transfer to LTI	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0
Closing Net Asset Balance	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583	\$2,203,362



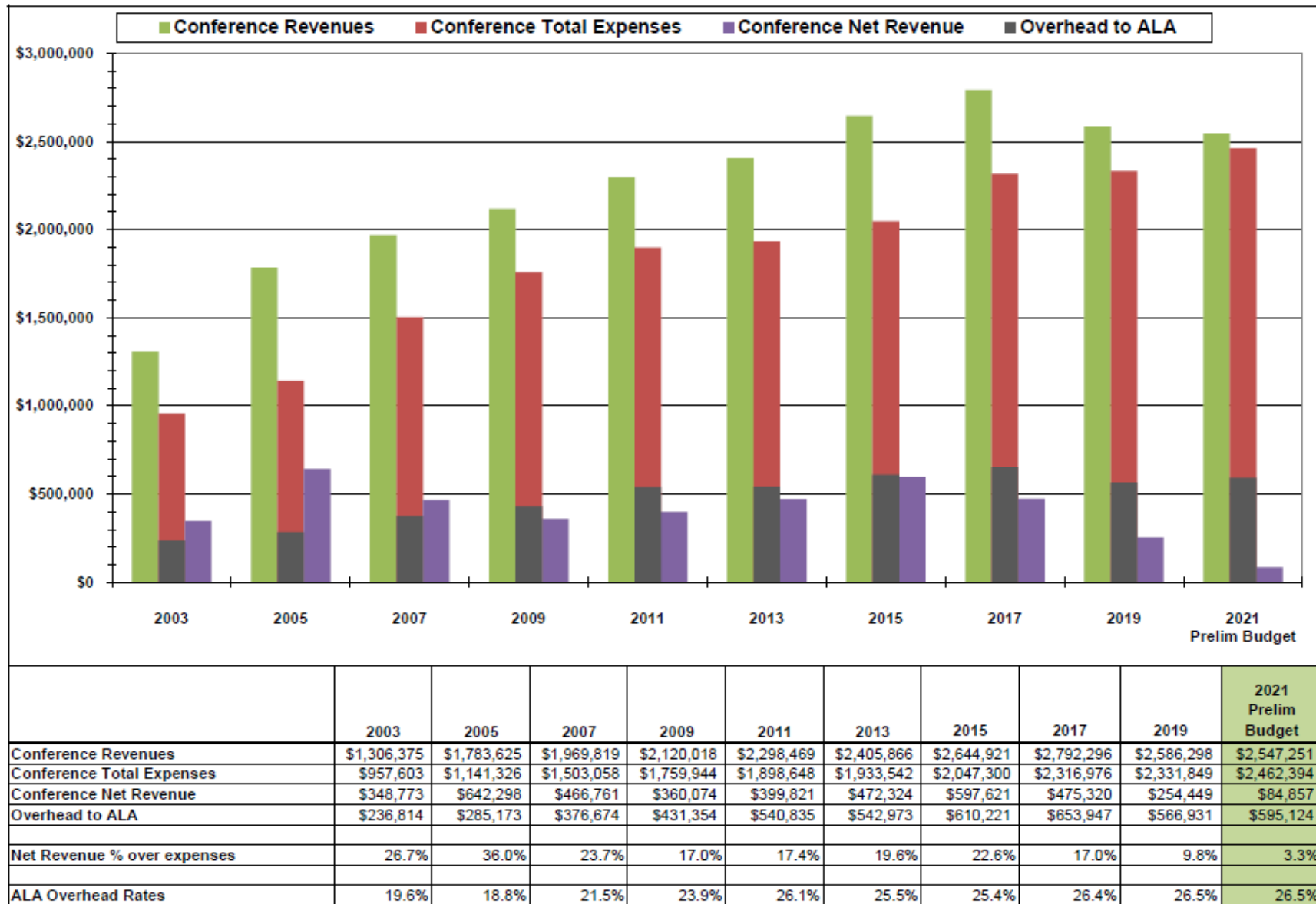
**FIGURE 2**  
**ACRL and CHOICE Overhead to ALA**



	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20 Budget	2020-21 Prelim Budget	10-year Total as Budgeted
ACRL Overhead to ALA (without Choice)	\$189,199	\$710,497	\$140,002	\$789,448	\$201,328	\$840,744	\$209,386	\$811,598	\$259,651	\$852,000	\$5,003,853
Choice Overhead to ALA	\$383,234	\$373,132	\$367,338	\$383,209	\$374,640	\$388,206	\$371,353	\$334,014	\$350,546	\$333,043	\$3,658,715
Total Overhead to ALA	\$572,433	\$1,083,629	\$507,340	\$1,172,657	\$575,968	\$1,228,950	\$580,739	\$1,145,612	\$610,197	\$1,185,043	\$8,662,568

\*ACRL Conference Years

FIGURE 3  
ACRL Conference Revenues and Expenditures



**FIGURE 4**  
**Publications Net Revenues**  
(excluding CHOICE)

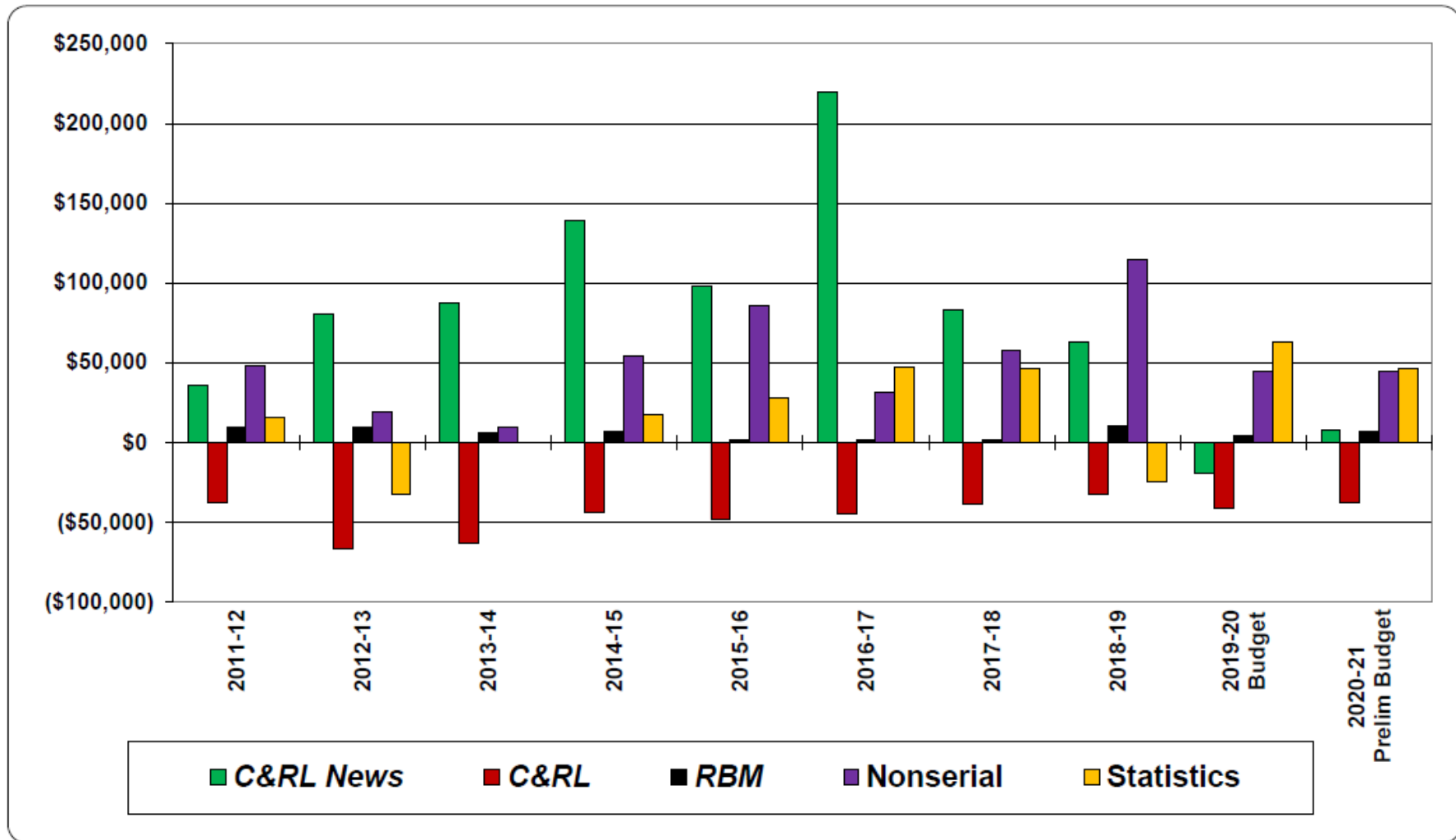
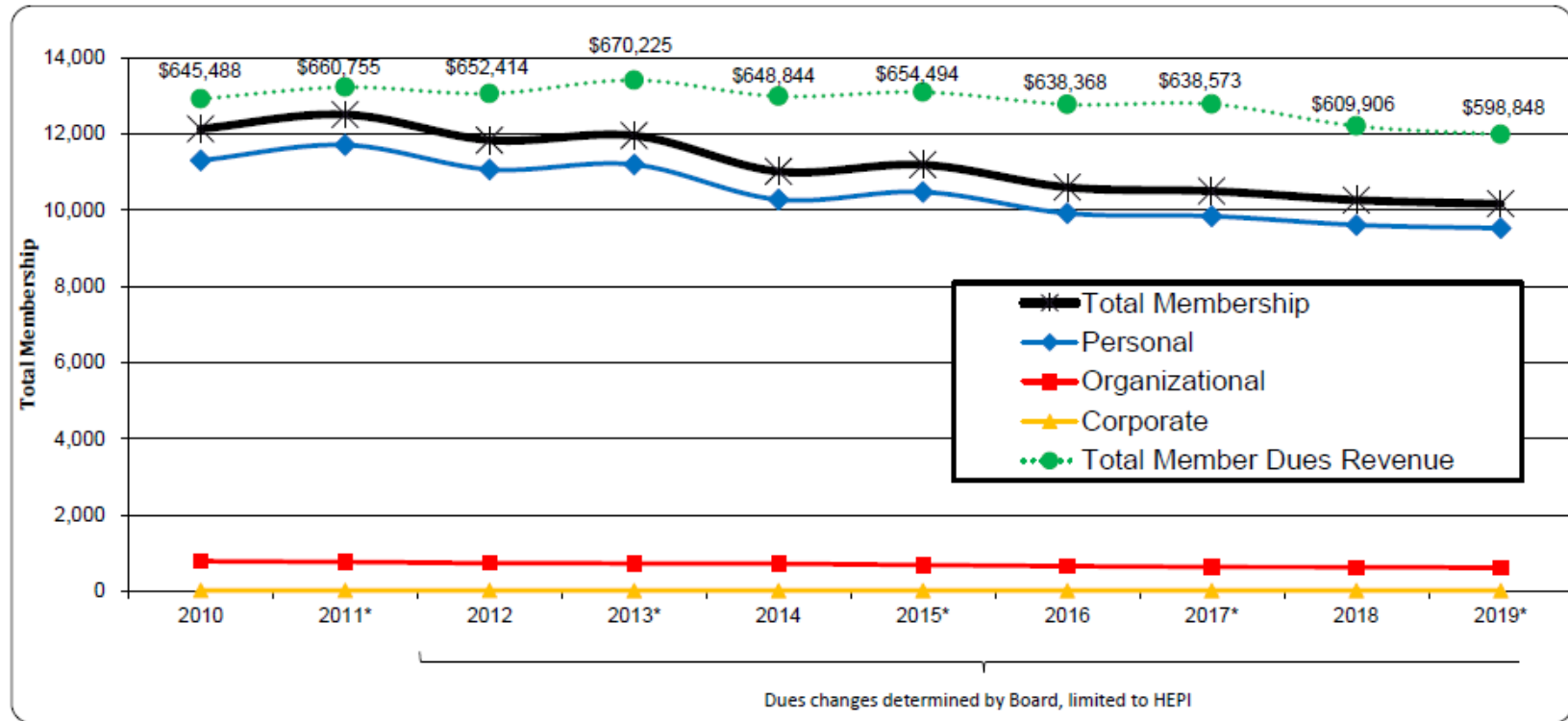


FIGURE 5  
ACRL Membership by Type

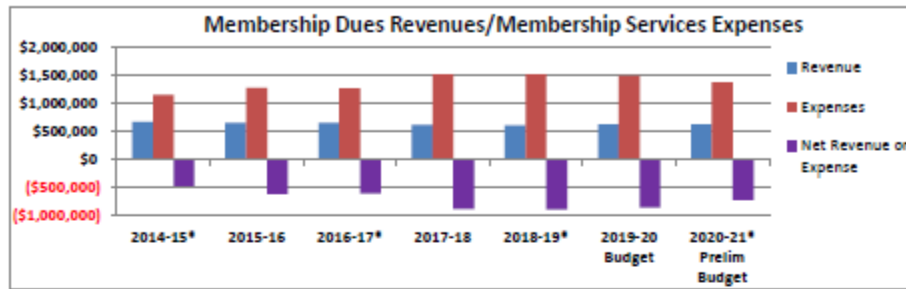


	2010	2011*	2012	2013*	2014	2015*	2016	2017*	2018	2019*
Personal	11,300	11,705	11,062	11,187	10,269	10,472	9,910	9,837	9,608	9,519
-Regular	8,478	8,693	8,260	8,619	8,032	8,238	7,864	7,737	7,293	7,151
-Retired	118	118	119	98	115	137	152	156	162	163
-Student	1,206	1,330	1,116	919	680	661	580	627	920	1,043
Organizational	795	768	742	734	721	690	664	640	634	619
Corporate	31	27	25	23	20	19	18	18	18	19
Total Membership	12,126	12,500	11,829	11,944	11,010	11,181	10,592	10,495	10,260	10,157
Total Member Dues Revenue	\$645,488	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848

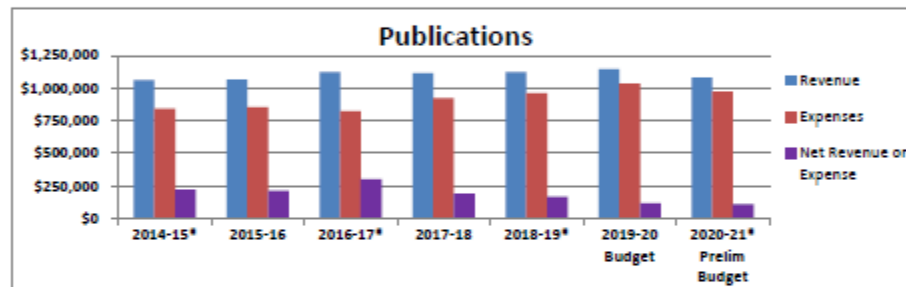
Figures for 2012 were impacted by "clean-ups" of ALA's membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

\* ACRL Conference Years

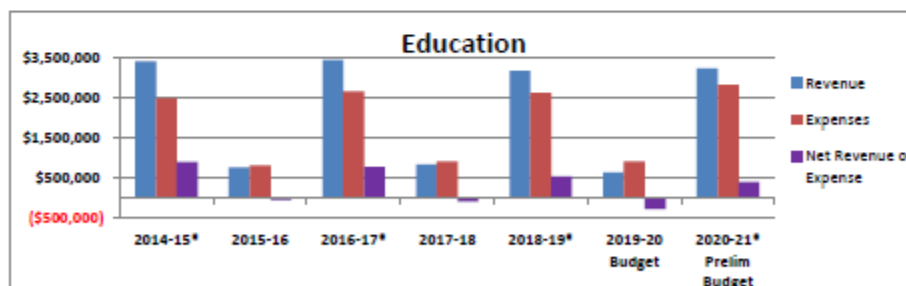
**FIGURE 6**  
**Budget Sources**  
**Net Revenues by Major Budget Category**



Year	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20 Budget	2020-21* Prelim Budget
Revenue	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$611,284	\$617,203
Expenses	\$1,140,734	\$1,265,331	\$1,260,188	\$1,509,366	\$1,505,733	\$1,481,999	\$1,360,711
Net Revenue or Expense	(\$486,240)	(\$626,963)	(\$621,615)	(\$899,459)	(\$906,885)	(\$870,715)	(\$743,508)



Year	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20 Budget	2020-21* Prelim Budget
Revenue	\$1,062,241	\$1,066,550	\$1,122,023	\$1,112,864	\$1,122,334	\$1,145,419	\$1,076,964
Expenses	\$843,967	\$853,622	\$822,190	\$923,936	\$958,184	\$1,033,241	\$973,009
Net Revenue or Expense	\$218,274	\$212,928	\$299,833	\$188,928	\$164,150	\$112,178	\$103,955



Year	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20 Budget	2020-21* Prelim Budget
Revenue	\$3,424,176	\$782,420	\$3,465,272	\$854,426	\$3,189,671	\$657,089	\$3,250,139
Expenses	\$2,506,134	\$822,567	\$2,676,945	\$925,211	\$2,640,251	\$925,066	\$2,833,243
Net Revenue or Expense	\$918,042	(\$40,147)	\$788,326	(\$70,785)	\$549,420	(\$267,977)	\$416,896

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership perquisite serial (C&RL and C&RL News). These subventions included \$43,871, \$48,271, \$44,455, \$38,594, \$32,209 for C&RL for the years from FY15–FY19, respectively, as well as \$41,100 and \$37,606 budgeted for C&RL in FY20 and FY21, and \$18,931 budgeted for C&RL News in FY20.

\*ACRL Conference Year

RevExp.xlsx/Budget Sources by Category

**This page included to accommodate double-sided printing.**

	A	S	T	U	V	W	X	Y
1	6/10/2020 10:55	FY2015	FY2016	FY2017	FY2018	FY2019	2020	2021
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary							
4								
5								
6	BEGINNING RESERVE LEVELS:							
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051
11								
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,854	\$10,661,057
13								
14	MEMBERSHIP DUES AND OTHER					ACTUAL		
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$611,284	\$354,335
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$38,714	\$14,000	\$850
17	Advisory	\$0	\$0		\$27,050	\$33,490	\$88,500	\$42,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$20,750	\$16,600	\$19,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$34,887	\$15,125	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0	\$2,500
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$793,870	\$769,509	\$462,000
24	PUBLICATIONS							
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,458,566
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$400,932
28	RBM	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$262,290
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$120,397
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32								
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,643,197	\$3,791,048	\$3,284,792
34								
35	EDUCATION							
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$308,921	\$355,624	\$295,780
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,067,620
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$223,245	\$218,895	\$185,971
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$14,000	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
41								
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,199,528	\$657,089	\$2,641,549
43								
44	FUNDED PROJECTS							
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47								
48	SPECIAL PROGRAMS							
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$0	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51								
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,595	\$5,217,646	\$6,388,341
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,458,566
54								
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,731	\$2,572,017	\$3,929,775
56								
57								
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,067,620
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,566,068	\$2,596,017	\$5,997,395

	A	S	T	U	V	W	X	Y
60		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
61	OBJECT OF EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62								
63	MEMBERSHIP ACTIVITIES							
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$33,284
65	Exec. Cttee. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$155,580
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$53,475
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$3,843
68	Discussion Groups	\$0	0	\$0	\$0	\$0	\$0	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$49,221
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$20,997
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$134,130	\$158,862	\$127,652
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$115,624
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	\$32,209	\$41,100	\$36,248
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$0	\$18,931	\$112,154
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$41,205	\$55,009	\$44,227
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$21,189
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$44,503	\$15,510	\$20,104
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$110,663
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$57,851	\$97,154	\$37,664
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$37,011
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$82,580	\$43,000	\$102,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$41,123	\$57,992	\$63,601
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$7,236	\$18,226	\$9,413
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$42,920	\$65,878	\$56,010
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$75,600
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,505,733	\$1,481,999	\$1,285,560
87								
89	SPECIAL PROJECTS							
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$67,820	\$0	\$60,000
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$129,998	\$54,952	\$122,770
94								
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$197,818	\$54,952	\$182,770
96								
97	PUBLICATIONS							
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,410,825
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$550,606	\$564,657	\$400,932
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$19,622	\$22,566	\$19,689
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$240,074
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$81,008
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
105								
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,657,038	\$3,688,091	\$3,168,228
107								
108	EDUCATION							
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$293,394	\$343,682	\$305,192
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,093,753	\$298,286	\$1,916,543
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$203,473	\$208,690	\$177,855
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,339
113								
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,640,251	\$925,066	\$2,454,929
115								
116	FUNDED PROJECTS							
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0	\$0
118								
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$0		
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$7,933,021	\$6,150,108	\$7,031,487
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,410,825
123								
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,234,168	\$3,495,258	\$4,620,662
125								
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,140,414	\$3,196,971	\$2,704,119

	A	S	T	U	V	W	X	Y
127		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
128		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
129								
130	Net w/o CHOICE	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$118,436)	(\$923,241)	(\$690,887)
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,990)	(\$9,221)	\$47,741
132	Transfer CHOICE LTI to ACRL LTI; FY19: Open Choice Write Down	\$0	\$0	\$0	\$350,000	(\$176,324)	\$0	\$0
133	Transfer ACRL Operating to CHOICE for OER	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
134	CHOICE Ending Operating Balance	\$2,884,451	\$2,648,937	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758	\$2,610,500
135								
136		\$0	\$0					
137	Ending ACRL oper. reserve balance	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583	\$1,697,696
138	Mandated Operating Reserve	\$829,968	\$863,292	\$886,316	\$933,236	\$989,273	\$1,028,604	\$1,060,858
139								
140	Added to/Transferred from ACRL LTI Fund from Operating	\$150,000	\$250,000	\$250,000	\$0	(\$125,000)	\$0	\$0
141	Interest, Gains, Losses for ACRL LTI	(\$62,733)	\$190,358	\$362,143	\$426,761	\$122,730	\$249,151	\$286,202
142	Interest, Gains, Losses for CHOICE LTI	(\$47,322)	\$878	\$31,378	\$41,774	\$9,027	\$10,355	\$27,833
143	ACRL LTI Ending Balance	\$3,127,523	\$3,567,883	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665	\$5,489,866
144	CHOICE LTI Ending Balance	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051	\$533,883
145								
146								
147								
148								
149								
150								
151								
152								
153								
154								
155								
156								
157								
158								
159								
160								
161								
162								
163								
164								
165								
166								
167								
168								

## ACRL FY21 Budget

A		B	G	H	I	J	K	L	M
1	6/10/2020 10:55		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3									
4	STRATEGIC PRIORITIES								
5	1. Value of Academic Libraries								
6	Val Initiative -3703	Revenue	\$0	\$0	\$0	\$0	\$37,250	\$0	\$0
7		Expense	\$17,021	\$29,642	\$109,776	\$118,069	\$57,851	\$97,154	\$37,664
8		Net	(\$17,021)	(\$29,642)	(\$109,776)	(\$118,069)	(\$20,601)	(\$97,154)	(\$37,664)
9	Project Outcome - 3712	Revenue	\$0	\$0	\$0	\$0	\$37,250	\$0	\$2,500
10		Expense	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$75,600
11		Net	\$0	\$0	\$0	(\$49,690)	(\$210,315)	(\$206,697)	(\$73,100)
12	Assessment in Action - 3707, 3806	Revenue	\$0	\$66,000	\$0	\$0	\$0	\$0	\$0
13		Expense	\$1,666	\$80,260	\$0	\$0	\$0	\$0	\$0
14		Net	(\$1,666)	(\$14,260)	\$0	\$0	\$0	\$0	\$0
15	Subtotal Revenues 1		\$0	\$66,000	\$0	\$0	\$74,500	\$0	\$2,500
16	Subtotal Expenses 1		\$18,687	\$109,902	\$109,776	\$167,759	\$305,416	\$303,851	\$113,264
17	Subtotal Net 1		(\$18,687)	(\$43,902)	(\$109,776)	(\$167,759)	(\$230,916)	(\$303,851)	(\$110,764)
18	2. Student Learning								
19	Information Literacy -3711	Revenue	\$0	\$19,491	\$0	\$0	\$0	\$0	\$0
20		Expense	\$45,090	\$88,224	\$51,071	\$37,333	\$44,503	\$15,510	\$20,104
21		Net	(\$45,090)	(\$68,733)	(\$51,071)	(\$37,333)	(\$44,503)	(\$15,510)	(\$20,104)
22	IIL Immersion National -3830	Revenue	\$180,281	\$191,842	\$165,303	\$232,048	\$222,065	\$184,714	\$204,575
23		Expense	\$158,267	\$170,301	\$162,173	\$222,813	\$212,324	\$183,745	\$200,445
24		Net	\$22,014	\$21,541	\$3,130	\$9,235	\$9,741	\$969	\$4,130
25	IIL Immersion Regional - 3832	Revenue	\$16,200	\$0	\$45,950	\$0	\$0	\$0	\$0
26		Expense	\$11,257	\$0	\$38,486	\$0	\$0	\$0	\$0
27		Net	\$4,943	\$0	\$7,464	\$0	\$0	\$0	\$0
28	IIL Immersion Assessment -3836	Revenue	\$80,055	\$80,705	\$0	\$0	\$0	\$0	\$0
29		Expense	\$75,739	\$78,924	\$0	\$0	\$0	\$0	\$0
30		Net	\$4,316	\$1,781	\$0	\$0	\$0	\$0	\$0
31	Immersion Licensing -3834	Revenue	\$44,500	\$52,500	\$0	\$0	\$0	\$22,500	\$25,000
32		Expense	\$36,701	\$49,659	\$848	\$0	\$3,750	\$16,491	\$15,003
33		Net	\$7,799	\$2,841	(\$848)	\$0	(\$3,750)	\$6,009	\$9,997
34	Subtotal Revenues 2		\$321,036	\$344,538	\$211,253	\$232,048	\$222,065	\$207,214	\$229,575
35	Subtotal Expenses 2		\$327,054	\$387,108	\$252,578	\$260,146	\$260,577	\$215,746	\$235,552
36	Subtotal Net 2		(\$6,018)	(\$42,570)	(\$41,325)	(\$28,098)	(\$38,512)	(\$8,532)	(\$5,977)
37	3. Research and Scholarly Environment								
38	Scholarly Communications -3702	Revenue	\$8,000	\$10,000	\$10,000	\$10,000	\$9,856	\$10,000	\$0
39		Expense	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$110,663
40		Net	(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$110,663)
41	Subtotal Revenues 3		\$8,000	\$10,000	\$10,000	\$10,000	\$9,856	\$10,000	\$0
42	Subtotal Expenses 3		\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$110,663
43	Subtotal Net 3		(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$110,663)
44	4. New Roles and Changing Landscapes								
45	New Roles and Changing Landscapes -3403	Revenue			\$0	\$0	\$0	\$0	\$0
46		Expense			\$3,887	\$13,896	\$7,236	\$18,226	\$9,413
47	Subtotal Revenues 4		\$0.00	\$0	\$0	\$0	\$0	\$0	\$0
48	Subtotal Expenses 4		\$0.00	\$0	\$3,887	\$13,896	\$7,236	\$18,226	\$9,413
49	Subtotal Net 4		\$0.00	\$0	(\$3,887)	(\$13,896)	(\$7,236)	(\$18,226)	(\$9,413)
50									
51	Subtotal Revenues STRATEGIC PRIORITIES		\$329,036	\$420,538	\$221,253	\$242,048	\$306,421	\$217,214	\$232,075
52	Subtotal Expenses STRATEGIC PRIORITIES		\$403,986	\$586,086	\$437,717	\$561,657	\$728,305	\$676,249	\$468,892
53	Subtotal Net STRATEGIC PRIORITIES		(\$74,950)	(\$165,548)	(\$216,464)	(\$319,609)	(\$421,884)	(\$459,035)	(\$236,817)
54									

## ACRL FY21 Budget

A		B	G	H	I	J	K	L	M
1	6/10/2020 10:55		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
55	ENABLING PROGRAMS & SERVICES								
56	Member Engagement								
57	** Membership -3200	Revenue	\$646,245	\$638,265	\$638,573	\$609,906	\$598,848	\$611,284	\$354,335
58		Expense	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$33,284
59		Net	\$460,464	\$459,742	\$481,421	\$409,570	\$549,177	\$646,229	\$321,051
60	Board/Exec. Ctte. -3201	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
61		Expense	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$155,580
62		Net	(\$194,933)	(\$215,838)	(\$190,578)	(\$212,181)	(\$232,282)	(\$220,391)	(\$155,580)
63	Advisory Services -3203	Revenue	\$86,269	\$72,425	\$82,350	\$27,050	\$33,490	\$88,500	\$42,500
64		Expense	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$53,475
65		Net	\$8,775	\$14,234	(\$28,820)	(\$73,582)	(\$27,216)	\$7,274	(\$10,975)
66	Awards -3206	Revenue	\$14,200	\$16,300	\$16,300	\$17,450	\$20,750	\$16,600	\$19,600
67		Expense	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$49,221
68		Net	(\$22,552)	(\$26,833)	(\$21,863)	(\$30,121)	(\$27,926)	(\$30,890)	(\$29,621)
69	Chapters -3207	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
70		Expense	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$20,997
71		Net	(\$23,079)	(\$16,278)	(\$10,417)	(\$27,541)	(\$18,636)	(\$31,943)	(\$20,997)
72	Committees -3250	Revenue	\$303	\$7	\$1,000	\$0	\$0	\$0	\$0
73		Expense	\$132,232	\$125,106	\$105,432	\$153,752	\$134,130	\$158,862	\$127,652
74		Net	(\$131,929)	(\$125,099)	(\$104,432)	(\$153,752)	(\$134,130)	(\$158,862)	(\$127,652)
75	Sections -3275	Revenue	\$8,946	\$596	\$2,500	\$3,550	\$0	\$0	\$0
76		Expense	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$115,624
77		Net	(\$79,236)	(\$122,455)	(\$91,808)	(\$125,315)	(\$117,292)	(\$130,338)	(\$115,624)
78	Equity, Diversitiy & Inc. -3402, 3838	Revenue	\$0	\$0	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090
79		Expense	\$77,595	\$27,315	\$97,699	\$73,615	\$125,500	\$108,878	\$158,010
80		Net	(\$77,595)	(\$27,315)	(\$80,249)	(\$48,115)	(\$95,570)	(\$84,878)	(\$130,920)
81	Friends of ACRL -3831	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
82		Expense	\$84,180	\$36,380	\$60,245	\$65,357	\$129,998	\$54,952	\$122,770
83		Net	(\$84,180)	(\$36,380)	(\$60,245)	(\$65,357)	(\$129,998)	(\$54,952)	(\$122,770)
84	Section Special Events -3833	Revenue	\$18,210	\$20,966	\$21,729	\$31,282	\$34,887	\$15,125	\$15,125
85		Expense	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$21,189
86		Net	(\$9,046)	(\$2,201)	(\$10,577)	(\$5,231)	(\$5,962)	(\$7,383)	(\$6,064)
87	ACRL Excellence Fund -3837	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
88		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
89		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
90	Formerly used for Scholarships (moved to EDI)	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
91		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
92		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
93	Discussion Groups -3205	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
94		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
95		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
96	Section Newsletters -3309	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
97		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
98		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
99	Subtotal Revenues Member Engagement		\$759,973	\$748,559	\$779,902	\$714,738	\$717,905	\$755,509	\$458,650
100	Subtotal Expenses Member Engagement		\$890,732	\$846,982	\$897,470	\$1,046,363	\$957,740	\$821,643	\$857,802
101	Subtotal Net Member Engagement		(\$130,759)	(\$98,423)	(\$117,568)	(\$331,625)	(\$239,835)	(\$66,134)	(\$399,152)
102									

	A	B	G	H	I	J	K	L	M
1	6/10/2020 10:55		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
103	Publications								
104	Trends & Statistics -3202	Revenue	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$120,397
105		Expense	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$81,008
106		Net	\$17,433	\$27,685	\$46,971	\$46,487	(\$24,378)	\$62,914	\$39,389
107	ACRL Standards -3204	Revenue	\$13,694	\$8,434	\$1,802	\$2,704	\$1,464	\$4,000	\$850
108		Expense	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$3,843
109		Net	\$8,265	(\$4,625)	(\$8,388)	(\$12,589)	(\$7,128)	(\$9,569)	(\$2,993)
110	C&RL-3300	Revenue	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
111		Expense	\$62,931	\$65,802	\$65,598	\$53,352	\$48,263	\$57,300	\$51,948
112		Net	(\$43,871)	(\$48,271)	(\$44,456)	(\$38,594)	(\$32,209)	(\$41,100)	(\$36,248)
113	C&RL News -3302	Revenue	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$400,932
114		Expense	\$446,431	\$424,675	\$429,039	\$487,139	\$550,606	\$583,588	\$513,086
115		Net	\$139,342	\$98,401	\$219,515	\$82,825	\$63,352	(\$18,931)	(\$112,154)
116	RBM -3303	Revenue	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
117		Expense	\$32,739	\$36,592	\$32,744	\$21,400	\$19,622	\$22,566	\$19,689
118		Net	\$7,184	\$1,239	\$1,917	\$1,471	\$10,248	\$4,807	\$7,218
119	Non-Periodical Pubs -3400	Revenue	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$262,290
120		Expense	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$240,074
121		Net	\$54,315	\$85,603	\$31,431	\$58,146	\$114,927	\$44,457	\$22,216
122	REAL - Applied Research - 3401	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
123		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
124		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
125	CHOICE -3900	Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,679,271	\$2,458,566
126		Expense	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,668,331	\$2,410,825
127		Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	\$10,940	\$47,741
128	Subtotal Revenues Publications		\$4,093,326	\$3,967,958	\$4,064,319	\$3,928,852	\$3,644,660	\$3,828,690	\$3,285,642
129	Subtotal Expenses Publications		\$4,043,714	\$4,044,318	\$3,932,093	\$3,923,107	\$3,697,839	\$3,775,172	\$3,320,473
130	Subtotal Net Publications		\$49,612	(\$76,360)	\$132,226	\$5,745	(\$53,179)	\$53,518	(\$34,831)
131									
132	Subtotal Rev Pub w/out CHOICE		\$1,075,935	\$1,074,984	\$1,123,825	\$1,115,569	\$1,123,797	\$1,149,419	\$827,076
133	Subtotal Exp Pub w/out CHOICE		\$893,267	\$914,952	\$876,835	\$977,823	\$998,985	\$1,106,841	\$909,648
134	Subtotal Net Pub w/out CHOICE		\$182,668	\$160,032	\$246,990	\$137,746	\$124,812	\$42,578	(\$82,572)
135									
136	Education								
137	RBMS Regional Workshops -3209	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
138		Expense	\$0	\$0	(\$1)	\$0	\$0	\$0	\$0
139		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
140	Web CE -3340***	Revenue	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
141		Expense	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,339
142		Net	\$84,699	\$74,407	\$66,612	\$45,338	\$54,067	\$16,162	\$20,839
143	Licensed Workshops -3341	Revenue			\$55,795	\$179,680	\$77,000	\$148,410	\$66,205
144		Expense			\$78,422	\$144,325	\$77,320	\$143,446	\$89,744
145		Net		\$0	(\$22,627)	\$35,355	(\$320)	\$4,964	(\$23,539)
146	Midwinter Workshops -3700	Revenue	\$13,275	\$0	\$0	\$0	\$0	\$0	\$0
147		Expense	\$17,901	\$0	\$0	\$0	\$0	\$0	\$0
148		Net	(\$4,626)	\$0	\$0	\$0	\$0	\$0	\$0
149	RBMS Conference -3800	Revenue	\$231,570	\$203,174	\$230,061	\$257,422	\$223,245	\$207,609	\$185,971
150		Expense	\$205,406	\$185,476	\$170,544	\$233,825	\$187,146	\$198,030	\$177,855
151		Net	\$26,164	\$17,698	\$59,517	\$23,597	\$36,099	\$9,579	\$8,116

## ACRL FY21 Budget

A		B	G	H	I	J	K	L	M
1	6/10/2020 10:55		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
152	Natl Conference 17/21 - 3808	Revenue	\$0	(\$23,000)	\$2,815,296	\$0	\$0	(\$24,000)	\$2,067,620
153		Expense	\$17,994	\$186,467	\$2,112,515	\$41,801	\$46,042	\$268,334	\$1,883,861
154		Net	(\$17,994)	(\$209,467)	\$702,781	(\$41,801)	(\$46,042)	(\$292,334)	\$183,759
155	National Conference 15/19 - 3801	Revenue	\$2,670,947	\$0	\$0	\$36,635	\$2,549,663	\$0	\$0
156		Expense	\$1,891,879	\$28,205	\$53,579	\$196,295	\$2,047,712	\$29,952	\$32,682
157		Net	\$779,068	(\$28,205)	(\$53,579)	(\$159,660)	\$501,951	(\$29,952)	(\$32,682)
158	Annual Conf. Precons -3811	Revenue	\$19,535	\$12,200	\$8,540	\$7,875	\$0	\$11,286	\$0
159		Expense	\$25,276	\$14,427	\$8,964	\$10,075	\$16,327	\$10,660	\$0
160		Net	(\$5,741)	(\$2,227)	(\$424)	(\$2,200)	(\$16,327)	\$626	\$0
161	Annual Conf. Programs -3835	Revenue	\$17,400	\$15,200	\$16,300	\$15,800	\$14,000	\$16,000	\$16,000
162		Expense	\$52,767	\$42,725	\$43,920	\$35,012	\$41,123	\$57,992	\$63,601
163		Net	(\$35,367)	(\$27,525)	(\$27,620)	(\$19,212)	(\$27,123)	(\$41,992)	(\$47,601)
164	IMLS Grant Cost Share -3708	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
165		Expense	\$29,849	\$1,293	\$870	\$0	\$0	\$0	\$0
166		Net	(\$29,849)	(\$1,293)	(\$870)	\$0	\$0	\$0	\$0
167	WESS International Conferenece - 3827	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
168		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
169		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
173	Subtotal Revenues Education		\$3,103,140	\$372,382	\$3,244,019	\$618,828	\$2,967,606	\$449,875	\$2,411,974
174	Subtotal Expenses Education		\$2,306,786	\$548,994	\$2,520,228	\$737,411	\$2,465,301	\$782,822	\$2,303,082
175	Subtotal Net Education		\$796,354	(\$176,612)	\$723,791	(\$118,583)	\$502,305	(\$332,947)	\$108,892
176									
177	Advocacy								
178	Government Relations-3704	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
179		Expense	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$37,011
180		Net	(\$26,282)	(\$23,139)	(\$36,459)	(\$56,668)	(\$42,629)	(\$52,694)	(\$37,011)
181	Council of Liaisons -3501	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
182		Expense	\$47,059	\$59,040	\$51,730	\$43,951	\$41,205	\$55,009	\$44,227
183		Net	(\$47,059)	(\$59,040)	(\$51,730)	(\$43,951)	(\$41,205)	(\$55,009)	(\$44,227)
184	Technology Summit - 3208*	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
185		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
186		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
187	Subtotal Revenues Advocacy		\$0	\$0	\$0	\$0	\$0	\$0	\$0
188	Subtotal Expenses Advocacy		\$73,341	\$82,179	\$88,189	\$100,619	\$83,834	\$107,703	\$81,238
189	Subtotal Net Advocacy		(\$73,341)	(\$82,179)	(\$88,189)	(\$100,619)	(\$83,834)	(\$107,703)	(\$81,238)
190									
191	Subtotal Rev ENABLING PROGRAMS & SERVICES		\$7,956,439	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,592	\$5,251,288	\$6,388,341
192	Subtotal Exp ENABLING PROGRAMS & SERVICES		\$7,314,573	\$6,108,559	\$7,875,697	\$6,369,157	\$7,933,019	\$6,163,589	\$7,031,487
193	Subtotal Net ENABLING PROGRAMS & SERVICES		\$641,866	(\$599,122)	\$433,796	(\$864,691)	(\$296,427)	(\$912,301)	(\$643,146)
194									
195	Subtotal Rev ENABLING PROGS & SERVS W/O CHOICE		\$4,939,048	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,729	\$2,572,017	\$3,929,775
196	Subtotal Exp ENABLING PROGS & SERVS W/O CHOICE		\$4,164,126	\$2,979,193	\$4,820,439	\$3,423,873	\$5,234,165	\$3,495,258	\$4,620,662
197	Subtotal Net ENABLING PROGS & SERVS W/O CHOICE		\$774,922	(\$362,730)	\$548,560	(\$732,690)	(\$118,436)	(\$923,241)	(\$690,887)
198									
199									
200			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019	FY2021
201			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
201	TOTAL: Revenue including CHOICE		\$8,285,475	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,592	\$5,251,288	\$6,388,341
202	TOTAL: Expenses including CHOICE		\$7,718,559	\$6,108,559	\$7,875,697	\$6,369,157	\$7,933,019	\$6,163,589	\$7,031,487
203	TOTAL: Net including CHOICE		\$566,916	(\$599,122)	\$433,796	(\$864,691)	(\$296,427)	(\$912,301)	(\$643,146)
204									
205									
206	TOTAL: Revenue W/O CHOICE		\$5,268,084	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,732	\$2,572,020	\$3,929,775
207	TOTAL: Expenses W/O CHOICE		\$4,568,123	\$2,979,193	\$4,820,439	\$3,423,870	\$5,234,168	\$3,495,261	\$4,620,662
208	TOTAL: Net W/O CHOICE		\$699,961	(\$362,730)	\$548,560	(\$732,687)	(\$118,436)	(\$923,241)	(\$690,887)
209									
210	% OF TOTAL REVENUE W/O CHOICE								
211	Strategic Priorities		6%	16%	4%	9%	6%	8%	6%
212	Member Engagement		14%	29%	15%	27%	14%	29%	12%
213	Education		59%	14%	60%	23%	58%	17%	61%
214	Publications		20%	41%	21%	41%	22%	45%	21%
215	Advocacy		0%	0%	0%	0%	0%	0%	0%
216			100%	100%	100%	100%	100%	100%	100%
217									



# FY21 ACRL Budget Changes

Spring Board 2020 to June Meeting 2020

## ACRL FY21 Budget Overall Changes

	Midwinter 2020	Spring 2020	June 2020	% Change Spring 2020 to June 2020
Total Revenues	\$5,114,171	\$5,095,557	\$3,929,775	-23%
Total Expenses	\$5,299,392	\$5,189,937	\$4,620,662	-11%
Total ALA Overhead		\$852,563	\$677,972	-20%
Net	(\$185,221)	(\$94,380)	(\$690,887)	-632%

### 0000 Admin

- Assume cancelled in person meetings in fall 2020. Reduced ED travel from 8 trips to 5, reducing travel expenses by \$1,200 and lodging and meals expenses by \$1,050.

### 3200 Membership

- Assumes Board will reverse dues increase and that personal membership will decrease 8% in FY20 and an additional 8% in FY21. Also assumes organizational members will decrease 12.5% in FY20 and an additional 12.5% in FY21. Reduction based on research showing 16% of members belong because their employer pays dues. Library discretionary budgets are expected to shrink substantially in the wake of the pandemic. Consistent with all ALA membership assumptions of total reduced membership of 31.4% reduced revenue by \$162,415

### 3202 Statistics

- Revenue projections decreased 21% or \$31,882 based on FY20 revenue shortfall in April 2020. Collection budgets are expected to shrink in calendar year 2020 and 2021.
- Removed duplicate expense of \$17,500 (5110) for ACRL Metrics rebuild.

### 3203 Consulting services

- Assume reduced requests for onsite consulting work in fall 2020 with one potential for online job. Reduced revenue by \$46,000 and expenses (honorarium to adjuncts) accordingly.

### 3204 Standards Distribution

- Revenue reduced 50% or \$850 due anticipated decline in demand for booklets in FY21 due to COVID-19 and potential decline in number of RoadShows using booklets (costs are IUTed to 3204 from RoadShow budget).
- Printing and mailing expenses reduced 50% as well to correspond with selling fewer booklets.

**3302 C&RL News**

- Assumes classified job ad revenues (4142) for the year will average ~35% less than previously expected or \$135K, consistent with other ALA publishing unit's revised assumptions. Budgeted marketing expenses (5412) for promotion of ALA JobLIST reduced to minimal levels.
- Product advertising revenue (4429) reduced by 26% or \$25,000 due to c-19 concerns per Choice. Advertising revenues for C&RL and RBM are NOT expected to decline from initial budget per Choice.
- Eliminated reference materials/ periodicals (5502) to save \$100.
- Subscription revenues for News and RBM journal are NOT expected to decline in FY21 but may fall in FY22 depending on library budgeting. This is pretty standard across ALA from conversation with other serials publishing units.

**3340 e-Learning**

- Will revisit project in August once we see how paid e-Learning performs May-August. ACRL switched to only free COVID-related webinars for March-April so don't have data to see how people are registering for paid events. Could see increase demand if fewer or no F2F events, or could remain the same or down due to volume of competing online event and/or online learning fatigue

**3341 Licensed Workshops**

- Assumes a decrease in fee revenue by 50% or \$59K and no new in-person workshops through 2020. Will revisit project in August once we see how pandemic situation and guidance on group gatherings evolve. Many FY20 workshops have been postponed indefinitely and may possibly be held in 2021 assuming it is safe for larger gatherings to convene. Additionally, we hope to pivot content to virtual environment for interim to try and bring workshops online.
- ACRL net revenue on this project changed from \$8,431 to \$(23,539).

**3400 Nonserial Publications**

- In line 4100 Sales/Books, dropped projected revenue for backlist titles from \$1,025/title to \$600/title, and projected revenue for new titles from \$12,000/title to \$9,000/title, to more closely match FY20 actuals and pandemic-related sales decline, particularly of print books. These changes drop:
  - 4100 Sales/Books from \$285,875 to \$219,000;
  - total revenues from \$329,165 to \$262,290;  
and net, with its corresponding drop in royalty, overhead, cost of sales, and fulfillment expenses, from \$44,738 to \$14,616.
- In consultation with ALA Editions | ALA Neal-Schuman and ALA finance, we've created the following list of common book publishing assumptions we've used for these budget updates and areas to monitor over the coming months:
  - ALA-wide, we estimate an overall decrease of 25% from the original FY21 revenue projection for September 1 to December 31, 2020.

- Hoping for some improvement in the market, we estimate an overall decrease of 15% from the original FY21 revenue projection for January 1 to August 31, 2021.
- Due to uncertain higher education budgets, for now ACRL has budgeted a higher decrease: ~42% in backlist sales and 25% in frontlist sales throughout FY21.
- Approval plans for print books have maintained and we assume will hold steady in number of units sold in FY21, but will monitor for changes.
- Institutional ebook sales, line 4421 Royalties, have maintained we assume will hold steady in number of units sold in FY21, but will monitor for changes.

**3712 Project Outcome**

- Reduced revenue, assuming a training workshop may not be offered in fall 2020 as anticipated due to COVID-19.

**3800 RBMS Conference**

- Assumes 15% lower attendance, this conference is deferred content from the previous year that had strong performance before cancellation.
- Assumes 15% lower sponsorships due to budget cuts.
- Removed Thursday evening reception costs to compensate for the above
- ACRL net revenue changed from \$11,529 to \$8,116.

**3808 ACRL 2021 Conference**

- Assumes 30% lower face to face attendance due to budget cuts and reluctance to travel.
- Assumes 15% increase in virtual attendance due to budget cuts and reluctance to travel.
- Assumes 10% reduction in exhibits and 15% reduction in sponsorships
- 5212 Assumes twice staff rooms will need to be paid for without as many comps earned from hotel block performance
- 5302 Assumes 30% reduction in F&B costs to match attendance and an additional 10-20% reduction to help offset decreased income if necessary
- 5303 Assumes 20% reduction in decor, signage, furniture to help offset decreased income
- 5305 We paid 25% deposit for keynotes in FY20, so slightly higher portion of this full expense will be paid in FY21
- 5404 Reduced print mailer from two to one
- 5500 Reduced innovations budget by half to help offset lack of income
- In summary, overhead to ALA reduced from \$601,484 to \$481,404 and ACRL net revenue changed from \$377,191 to \$183,759.

**3830 Immersion Program**

- Assumes 6.5% lower face to face attendance due to budget cuts and reluctance to travel.
- Corresponding expenses were adjusted based on 85 attendees instead of 91

**This page included to accommodate double-sided printing.**

## FY21 Budget Restatement

7 May 2020

(In Revenue variance column:  
red is decrease in revenue;  
black is an increase in revenue)

Project	GL #	Item	Budget as of April	May Restatement	Var
<b>REVENUE CHANGES</b>					
3900	4110	Remaindered book sales	70,000	45,000	(25,000)
3902	4421	OCLC/SCS	25,000	15,000	(10,000)
3907	4140	Choice space ads	250,000	225,000	(25,000)
3907	4611	Sales commissions	11,250	10,125	1,125
<b>Total Revenue</b>			<b>2,517,441</b>	<b>2,458,566</b>	<b>(58,875)</b>

## EXPENSE CHANGES

(In Expense variance column:  
black is decrease in expenses;  
red is an increase in expenses)

GL #	Item	Budget as of April	May Restatement	Var
<b>5000</b>	Salaries & Wages	1,216,056	1,141,782	74,274
<b>5001</b>	Temp Employees-In-House	7,000	7,000	0
<b>5002</b>	Overtime/Wages	3,500	5,000	(1,500)
<b>5005</b>	Attrition Factor	0	0	0
<b>5009</b>	Accrued Vacation	0	0	0
<b>5010</b>	Employee Benefits	381,901	376,697	5,204
<b>5015</b>	Tuition Reimbursement	0	0	0
<b>5016</b>	Prof Memberships	0	0	0
	Payroll & Related Exp.	1,608,457	1,530,479	77,978
<b>5100</b>	Temp Employee/Outside	0	0	0
<b>5110</b>	Professional Services	11,625	11,625	0
<b>5120</b>	Legal Fees	0	0	0
<b>5121</b>	Audit/Tax Fees	0	0	0
<b>5122</b>	Bank Service Fees	15,000	15,000	0
<b>5140</b>	Repairs/Maintenance	40,206	40,206	0
<b>5150</b>	Messenger Service	0	0	0
<b>5151</b>	Duplication/Outside	0	0	0
	Outside Services	66,831	66,831	0
<b>5210</b>	Transportation	8,550	6,750	1,800
<b>5212</b>	Lodging & Meals	19,900	15,500	4,400
<b>5214</b>	Entertainment	1,200	1,200	0
<b>5216</b>	Business Meetings	1,100	1,100	0
	Travel and Related Expenses	30,750	24,550	6,200
<b>5300</b>	Facilities Rent	0	0	0
<b>5301</b>	Conference Equipment Rental	7,000	7,000	0
<b>5302</b>	Meal Functions	350	350	0
<b>5303</b>	Exhibits	7,500	7,500	0
<b>5304</b>	Speaker/Guest Expenses	0	0	0
<b>5305</b>	Speaker/Guest Honorarium	0	0	0
<b>5306</b>	Awards	0	0	0
<b>5307</b>	Security Services	0	0	0
<b>5308</b>	Special Transportation	0	0	0
<b>5309</b>	Audio/Visual Equip Rental & Labor	0	0	0
<b>5310</b>	Computer Rental/Internet Connec	0	0	0
<b>5350</b>	Program Allocation	0	0	0
	Meetings & Conferences	14,850	14,850	0
<b>5400</b>	Editl/Proofreading-O/S	6,250	6,250	0
<b>5401</b>	Typesetting/Comptn-O/S	2,900	2,900	0
<b>5402</b>	Printing-O/S	106,425	106,425	0

5403 Binding-O/S	0	0	0
5404 Design Service-O/S	2,150	2,150	0
5406 Review Service	0	0	0
5410 Mail Service-O/S	26,300	26,300	0
5411 Advertising/Space	17,400	17,400	0
5412 Advertising/Direct	500	500	0
5413 Mail List Rental	3,750	3,750	0
5414 Supplies/Production	8,900	8,900	0
5415 Pre-Press/Photo Services	0	0	0
5416 Adv Production Cost	0	0	0
5420 Copyright Fees	400	400	0
5430 Web Operating Expenses	50,110	50,110	0
5431 Webinars/Webcasts/Web CE Exl	6,000	6,000	0
5432 Purchased Inventory	0	0	0
5433 Order Processing/Fulfillment	35,300	35,300	0
5480 Cost of Sales	0	0	0
5490 Inventory Adjustment	0	0	0
5499 Inventory Reserve Adjustment	0	0	0
Publication Related Expenses	266,385	266,385	0
5030 Staff Recruitment/Relocation	0	0	0
5031 Staff Development	0	0	0
5500 Supplies/Operating	10,000	10,000	0
5501 Equipment/Software-Minor	13,760	13,760	0
5502 Ref Matls/Periodicals	17,600	17,600	0
5510 Insurance	0	0	0
5520 Equipment Rental/Lease	3,718	3,718	0
5521 Space Rent	18,000	18,000	0
5522 Telephone & Fax/O/S	4,288	4,288	0
5523 Postage & E-Mail/O/S	47,980	47,980	0
5525 Utilities	17,364	17,364	0
5530 Depr/Furn & Equipment	44,760	44,760	0
5531 Depr/Building	0	0	0
5532 Amortization/Equip Lease	57,230	57,230	0
5540 Royalty Expense	0	0	0
5543 Bad Debt Expense	0	0	0
5544 Interest Expense	0	0	0
5545 Taxes/Property	0	0	0
5550 Promotion	2,575	2,575	0
5560 Organization Support/Contrib.	7,500	7,500	0
5599 Misc. Expense	(27,865)	(27,865)	0
Operating Expenses	216,910	216,910	0
5900 IUT-Marketing	0	0	0
5901 IUT-Prod. Serv./Adm. Fee	0	0	0
5902 IUT-ITTS	0	0	0
5903 IUT-Subscription Processing	0	0	0
5904 Transfer to/from Endowment	(42,840)	(42,840)	0
5905 IUT-Telephone	0	0	0
5906 IUT-Order Billing	0	0	0
5908 IUT-Maint.	0	0	0
5909 IUT-Dist. Center	0	0	0
5910 IUT-Repro.	0	0	0
5912 IUT-Copy Editing/Proofreading	0	0	0
5913 IUT-Composition/Alteration	0	0	0
5940 IUT-Registration Processing	0	0	0
5941 IUT-CHOICE	9,586	9,586	0
5942 IUT-Advertising	(6,092)	(5,627)	(465)
5999 IUT-Misc.	0	0	0
Total IUTs	(39,346)	(38,881)	(465)
Total Direct Expenses	2,164,838	2,081,125	83,713
Contribution Margin	352,603	377,441	(24,838)

5911	IUT-General Overhead	333,561	325,760	7,801
Total Expenses Excl. Alloc		2,498,398	2,406,885	91,514
5998	IUT-Allocations	29,225	3,940	25,285
Total Exp. Incl. OH & Alloc.		2,527,623	2,410,825	116,798
Net Rev/(Exp) Before Taxes		(10,182)	47,741	(57,923)
5600	Taxes/Income	0	0	0
OTAL EXPENSES INCLUDING TAXES		2,527,623	2,410,825	116,798
Net Rev/(Exp) After Taxes				(10,182)47,74157,923

(In Net Income variance column: black is increase in Net Income; red is a decrease in net income)

**This page included to accommodate double-sided printing.**



## **FY2021 Budget Assumptions**

First Draft: approved 11/18/19. Further revisions were made between December 2019 and Midwinter 2020, and those revisions are reflected in this version of the Budget Assumptions.

***In April 2020, staff reviewed the full FY21 budget and updated based on the impact of COVID-19. The FY21 Budget presented to the Board and B&F Committee in June 2020 reflects those edits.***

**For a full list of edits based on the impact of COVID-19, please see**

- **Doc 10.2 FY21 ACRL Changes Spring 2020 to June 2020**
- **Doc 10.3 FY21 Choice Changes Spring 2020 to June 2020**

**Further edits for Board/B&F consideration in June 2020 can be found in:**

- **Doc 20.0 Board Cover Form: Proposed FY21 Budget Updates**
- **Doc 20.1 Proposed FY21 Budget Updates**

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."<sup>1</sup> 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.<sup>2</sup> Although "most Americans believe state spending for public universities and colleges has 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."<sup>3</sup> 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).<sup>4</sup> 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.<sup>5</sup> 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

---

<sup>1</sup> 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>.

<sup>2</sup> 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-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>. Accessed November 5, 2019.

<sup>3</sup> 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.

<sup>4</sup> 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](https://nces.ed.gov/programs/coe/indicator_cha.asp).

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

programs at the state level. Twenty states<sup>6</sup>, such as New Mexico<sup>7</sup>, New York<sup>8</sup>, Oregon<sup>9</sup>, and Tennessee<sup>10</sup>, 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. 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.<sup>11</sup> <sup>12</sup>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.<sup>13</sup> The workforce is aging and

---

<sup>6</sup> 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>

<sup>7</sup> 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>

<sup>8</sup> 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>

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

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

<sup>11</sup> 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/>

<sup>12</sup> 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/>

<sup>13</sup> U. S. Department of Education, Office of Federal Student Aid, "Closed School Monthly Reports," Accessed

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).<sup>14</sup> Of the MLIS degrees awarded between 2014 and 2018 the number of placements in academic libraries is holding steady in the 21-23% range.<sup>15, 16</sup> 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,”<sup>17</sup> which of course could have a negative impact on ACRL membership. The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 6% increase (as fast as average) job outlook.<sup>18</sup> 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.<sup>19</sup>

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

---

September 20, 2019. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>.

<sup>14</sup> “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](https://nces.ed.gov/programs/digest/d18/tables/dt18_323.10.asp?current=yes).

<sup>15</sup> Stephanie L. Maatta, “Placements & Salaries 2014.” *Library Journal*, October 15, 2014, p. 26-33.

<sup>16</sup> Suzie Allard, “Placements & Salaries 2018.” *Library Journal*, October 15, 2018, p. 16-21.

<sup>17</sup> Suzie Allard, “The Analytics Age,” *Library Journal*, October 2019, p. 32.

<sup>18</sup> 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>.

<sup>19</sup> 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>

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.<sup>20</sup>

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,<sup>21</sup> 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.<sup>22</sup> However, “unlike after previous economic downturns, state spending on higher education has not bounced back as the economy rebounds,”<sup>23</sup> 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.”<sup>24</sup> 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.”<sup>25</sup> “In only six states have higher education budgets returned to or surpassed their pre-recession

---

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

<sup>21</sup> “An Update to the Economic Outlook: 2019 to 2029,” *Congressional Budget Office*, August 21, 2019, <https://www.cbo.gov/publication/55551>.

<sup>22</sup> “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/>.

<sup>23</sup> 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/>.

<sup>24</sup> 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>.

<sup>25</sup> 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>.

levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”<sup>26</sup> 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.<sup>27</sup> However, some see a coming limit to how much tuition can be increased, which may mean continuing jockeying for the same finite resources.<sup>28</sup>

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.<sup>29, 30</sup> 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.

---

<sup>26</sup> 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](https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14)

<sup>27</sup> Ibid.

<sup>28</sup> 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/>

<sup>29</sup> 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/>.

<sup>30</sup> 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/>.

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 -\$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.<sup>31</sup>

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 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<sup>32</sup> (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

---

<sup>31</sup> The final 4% is “other” revenue, largely from the sale of remaindered books.

<sup>32</sup> Lifetime webinar program stats (not de-duped): Registrations: 97,780; attendances: 35,726

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 date) of Choice reviews and turn them into a curated bookstore for the intellectually curious? Do we need to supplement our review publications with additional non-review content?

At the same time, we are looking to strengthen our portfolio of professional-development resources and, along the way, our relationships with the sponsors who support them. Already this year we are moving to expand our podcast program through the development of a companion series to The Authority File, featuring in-depth conversations about contemporary trends, best practices, and case studies important to the academic community. Also planned are more event-based live podcasts, modeled after our successful series at this spring’s ACRL conference. Finally, and just as important, this year and next we are revamping our website, Choice360.org, in order to provide easier access to the full range of our products and services from a single location. All of these efforts are in the service of expanding the reach of Choice to a larger audience.

When we set out to rebrand our unit in 2015 one of our goals was to change the perception of Choice, from simply “reviews” to “publishing unit.” From “collection development” to “multiplatform information provider.” That year, subscriptions, royalties, and in-publication advertising generated by our core reviews of new academic monographs accounted for some 90% of all Choice revenue. This past year, these same reviews generated 74% of unit revenue, and in this change, and especially in the size of the audience we are attracting for non-review content, we are beginning to see some success in our rebranding efforts. Obviously, we are far from finished, but our work up to this point has without doubt produced a more diversified and valuable portfolio of goods and services for our membership.

\* \* \*

### **Choice Reviews and Choice magazine**

This past year circulation and subscription revenue from *Choice Reviews*, both of which had remained relatively flat in recent years, showed signs of weakness. Circulation was off by 5% and revenue by 3%.

Without benefit of any special foresight in this area, and in the absence of any one-time event or factor that would account for this decline, it is prudent to assume similar results for the period ending twenty-three months from now. Print declines have been more reliable (!) During FY19 *Choice* magazine revenue was down 10% to prior year, and *Cards*, 7%. Were it not for the very favorable gross margin (55%) we enjoy on the cards, we would have discontinued publication of this admittedly anachronistic format years ago. In keeping with long-term trends for these publications, for FY21 we are forecasting an annual decline in subscription revenue of 8% for the magazine and cards.

### **ccAdvisor and Resources for College Libraries**

At the close of its second year, CCA is available in approximately 240 academic libraries in the United States, a circulation heavily dependent on two consortial subscriptions, from the Center for Research Libraries and the Colorado Alliance of Research Libraries, with only modest uptake from individual colleges and universities or from other consortia. In an effort to drive subscriptions, in the late spring of this year we partnered with EBSCO as our exclusive sales agent (save for the two consortia noted above) for CCA, but the results of their efforts, still in their infancy, will not be known for several more months. 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. An additional staff position was removed from the draft budget. Some funds will be budgeted for interns and temporary help.
- Friends Fund disbursements for FY21 will be budgeted at a minimum of \$50,000 in anticipation of successful fundraising for 2021 ACRL Conference scholarships. (Project 349-3831)
- \$60,000 budgeted from operating to support ACRL 2021 scholarships.

## **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) Reduced to 4 grants for a total of \$12,000; but should consider if this program should be continued as this is its 4<sup>th</sup> year.*
- \$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) Program being reviewed and expanded beyond VAL. Reduced budget to awards for 4 people for a total of \$7,500.*
- \$2,500 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. *(Project 3703)*

**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*) Could consider reducing but this supports ACRL's EDI initiatives.
- \$10,500 for dissemination costs for those awarded research grants in FY20 (7 people x \$1,500 each)
- An additional \$29,257 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; Reduced to one sponsored scholarship for a total of \$2,000
  - \$3,000 for advocacy efforts to influence legislative and public policy (*Project 3702*) (removed from budget as rarely used historically)

### 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).
- + \$5,490 budgeted for ACRL 2021 Diversity Alliance Preconference (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 be 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) Reduced from five to three sponsorships to save \$2,000.
- 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 3200-5350) This was reduced to \$25,000.
- \$25,000 for the 3-year membership survey. (Project 3200) Removed from budget.
- \$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) This is still currently in the draft budget pending discussion by Board at Midwinter 2020.
- 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 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*) Reduced to \$4,000 based on prior year attendance.
- \$3,000 for general travel to support legislative and policy advocacy (*Project 3704*). Reduced to \$2,000.

## 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; Reduced to \$60,000
  - 2020 RBMS Conference scholarships @ \$16,000 (based on estimated FY19 profit share): Updated to \$18,000, average of last three year's profit share
  - Immersion Programs @ \$12,000; reduced to \$10,000
  - E-learning scholarships @ \$1,000: eliminated

- Support for 2 ALA Spectrum Scholars @ \$14,000
- Miscellaneous @ \$3,000; eliminated

### **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 *ccAdvisor* 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:

- 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.
- Content marketing from newsletters, eblasts, white papers, and podcasts, will rise slightly on the strength of growth in podcasts.
- 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). Given that it is an ACRL Conference year, we will not plan for a preconference at the ALA Annual Conference.
- + The RBMS 61<sup>st</sup> 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.
- \$20,000 to hold two curriculum development and refreshes per year.

## **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). Was budgeted at \$22,000; reduced to \$18,000.
- 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. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.

### *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).

**This page included to accommodate double-sided printing.**

## A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

1. [Preamble](#)
2. [Current Organizational Values of ALA](#)
  1. [Unity](#)
  2. [Diversity](#)
  3. [Authority](#)
  4. [Autonomy](#)
  5. [Collaboration/Cooperation](#)
3. [Purpose, Scope, Implementation, Review Process, and Definitions](#)
  1. [Purpose and Scope](#)
  2. [Implementation](#)
  3. [Review Process](#)
  4. [Definitions](#)
4. [Use of ALA Services](#)
5. [Financial](#)
  1. [Dues](#)
  2. [Council Actions with Fiscal Implications](#)
  3. [Services and Charges](#)
  4. [Fund Balances](#)
  5. [Endowments](#)
  6. [Furniture and Equipment](#)
  7. [Division Budget Review](#)
  8. [Divisions with Small Revenue Bases/Number of Members](#)
  9. [Association Finances](#)
  10. [Other](#)
6. [Publishing Activities](#)
7. [Personnel](#)
8. [Division national Conferences, Preconferences, and Related Activities](#)
9. [Annual Conference and Midwinter Meeting](#)
10. [Special Projects of Divisions](#)
11. [Planning](#)

---

### 1. *Preamble*

The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services ( [ALA Policy 6.4.1 VII](#))

- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

[Top](#)

## 2. *Current Organizational Values of ALA*

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

### 1. *Unity*

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

### 2. *Diversity*

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

### 3. *Authority*

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

### 4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

### 5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

[Top](#)

### 3. *Purpose, Scope, Implementation, Review Process, and Definitions*

#### 0. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

#### 1. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

#### 2. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.
- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be

implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.

#### Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

### 3. Definitions

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *ALA Basic Services:* Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.
- *Division Basic Services:* Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead:*
  1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
  2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance:* Accumulated net revenue.

[Top](#)

#### 4. *Use of ALA Services*

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

[Top](#)

#### 5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

##### 0. *Dues*

Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA [Bylaws, Article I, Section 2](#); [Article VI, Section 6](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA [Bylaws, Article I, Section 2 A.7](#))

1. *Council Actions with Fiscal Implications*

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

2. *Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:
  1. Staff Support Services Department
    - Office space and related services
    - Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
    - Distribution services
    - Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
    - Equipment maintenance on equipment supplied by ALA
    - Personnel services
    - Purchasing
    - Data processing (as defined in an Operational Practice)
    - Storage and warehouse space
  2. Member Programs and Services and Communications Departments
    - Conference Arrangements, including:
      - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
      - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
      - Exhibit space at Annual Conference
    - Membership services
    - Public information services, including the preparation and distribution of news releases
  3. Fiscal Services Department
    - Accounting
    - Financial systems
    - Planning and budgeting
    - Business expense (insurance, legal, audit)

- Credit and collections
- 4. Publishing Department
  - Copyright service
  - Rights and permissions
- 5. Executive Office
- 6. Washington Office
- 7. Office for Intellectual Freedom
- 8. Office for Literacy and Outreach Services
- 9. Office for Library Personnel Resources
- 10. Office for Research
- 11. Library and Research Center
- 2. ALA charges Divisions for the actual costs of the following services of ALA departments:
  - 1. Staff Support Services
    - Specialized data processing, as defined in an Operational Practice
    - Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
    - Printing and duplication, as defined in an Operational Practice
    - Telephone services not specified in V.C.1.a., as defined in an Operational Practice
    - Postage for special mailings, as defined in an Operational Agreement
  - 2. Fiscal Services
    - Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
    - Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
      - registration fees
      - exhibit space rental
      - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
        - 50% of the ALA composite rate in 1991 and 1992
        - 75% of the ALA composite rate in 1993
        - 100% of the ALA composite rate in 1994).
    - Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
      - net sales of materials
      - subscriptions
      - advertising except in those publications which are provided to Division members as a perquisite of membership
      - other miscellaneous fees.
    - Overhead will not be assessed on revenues from:
      - dues
      - donations
      - interest income

- ALA royalties to Divisions
- travel expense reimbursements from outside organizations
- separately-ticketed events at conferences (e.g., tours and meal functions)
- advertising in those publications which are provided to Division members as a perquisite of membership

3. Publishing

- Subscription and order billing services
- Central production services
- Marketing services

3. ALA and the Divisions share the costs of the following:

- Division Leadership Enhancement Program
- Awards promotion

4. Divisions assume total responsibility for the following costs:

- Division personnel compensation
- Projects and activities of the Divisions except as specified in this agreement
- Membership group support (governance - boards, committees, etc.)
- Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.

5. Divisions may:

Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

3. *Fund Balances*

0. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
1. Divisions will not receive interest on fund balances or deferred revenue.

4. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

5. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

0. Above the capitalization limit:

0. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
    1. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
  1. Below the capitalization level, Division have the authority to purchase equipment outright.
6. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

7. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

8. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

9. *Other*

0. *Credit and Collections*  
Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.
1. *Unrelated Business Income Taxes (UBIT)*

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

[Top](#)

## **6. *Publishing Activities***

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.

A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division preconferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

[Top](#)

## **7. *Personnel***

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

[Top](#)

#### 8. *Division National Conferences, Preconferences, and Related Activities*

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order "to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

[Top](#)

#### 9. *Annual Conference and Midwinter Meeting*

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

[Top](#)

#### 10. *Special Projects of Divisions*

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

[Top](#)

#### 11. *Planning*

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

**This page included to accommodate double-sided printing.**

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



## **Board of Directors Action Form**

To: ACRL Board of Directors

Subject: ACRL 2021 Seattle Conference

Submitted by Beth McNeil, ACRL 2021 Conference Chair and Dean and Professor, Purdue University  
Margot Conahan, ACRL Manager of Professional Development  
Tory Ondrla, ACRL Conference Manager

Date submitted: June 1, 2020

### **Background**

The COVID-19 pandemic has resulted in the postponement or cancellation of most face-to-face events scheduled for spring through the fall of 2020 in many industries and settings, from graduations to sports to theater and musical performances. While the ACRL 2021 conference is still ten months out, the health, safety, and travel concerns of the pandemic remain, as well as uncertainty about new federal, state and local guidelines or restrictions that may be put in place in response to COVID-19 that would impact the ACRL 2021 conference experience. Additionally, with many institutions of higher education facing budget constraints, travel funding is being cut at the same time that individuals are facing furloughs and have reduced personal capacity to pay for conference travel.

The ACRL 2021 Conference Chair, ACRL Manager of Professional Development, and ACRL Conference Manager continue to monitor the health, safety and travel situation and will consider the factors outlined below in making a recommendation to the ACRL Executive Committee and ACRL Executive Director regarding the feasibility of holding a face-to-face conference in April 14-17, 2021, in Seattle, Washington.

We understand this is not a decision to be taken lightly. The ACRL Conference is the association's signature event, bringing together more than 4,000 individuals from nearly 30 countries for 3.5 days of professional development and networking. More than 90% of conference attendees consistently rate their ACRL Conference experience as "very positive" or "positive" and repeatedly rank "networking/connecting with colleagues" as the number one best aspect of the conference. Over the last five conferences, the ACRL Conference has generated an average of \$446,760 in net revenue, so it is a key revenue generator for the association.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

	2011	2013	2015	2017	2019
<b>ALA Overhead on Conference Revenue</b>	\$540,835	\$542,973	\$610,221	\$653,947	\$566,931
<b>Conference Revenues</b>	\$2,298,469	\$2,405,866	\$2,644,921	\$2,792,296	\$2,586,298
<b>Conference Expenses</b>	\$1,898,648	\$1,933,542	\$2,047,300	\$2,316,976	\$2,297,586
<b>Conference Net Revenue</b>	\$399,821	\$472,324	\$597,621	\$475,320	\$288,712
<b>Net Revenue % over expenses</b>	17.4%	19.6%	22.6%	17.0%	11.2%
<b>ALA Overhead Rates</b>	26.1%	25.5%	25.4%	26.4%	26.5%
<b>ALA Overhead % Paid</b>	100%	100%	100%	100%	100%

### PRIOR TO RECOMMENDATION

In addition to considering the factors below, the ACRL 2021 Conference Chair will consult with the ACRL 2021 Coordinating Committee prior to making the recommendation. Additionally, the ACRL Manager of Professional Development and/or ACRL Conference Manager will consult with ALA legal counsel and local Seattle conference partners before presenting the recommendation to the ACRL Executive Committee and Executive Director.

Based on the factors below, the recommendation will either be to continue with the face-to-face ACRL 2021 conference as planned or cancel the face-to-face conference and instead offer an enhanced ACRL 2021 Virtual Conference.

### TIMING

We plan to make our recommendation to the ACRL Executive Committee and Executive Director on or before November 6, 2020 (approximately six months prior to the conference start date) as soon as it is determined that the factors below indicate that a face-to-face conference is or is not commercially impracticable, illegal, or impossible.

By deciding approximately six months prior to the conference start date, ACRL is able to mitigate any further conference expenses, staff and/or supplier output. Further, ACRL will have adequate time to inform membership and to build sponsor, exhibitor, and member engagement in an enhanced Virtual Conference.

The ACRL Executive Committee and Executive Director will review and the Executive Committee will vote on such recommendation by **November 16, 2020**.

### FACTORS

Below are the primary factors for consideration. While these are not the only factors to consider, it is important to establish primary factors as decision-making guides.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

● Page 2

### 1. FEDERAL AND STATE GUIDELINES AND RESTRICTIONS

- Guidelines from the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO) regarding large gatherings
- Guidelines from the CDC on travelers prohibited from entry to the United States as well as other countries restricting travel to the U.S.
- Washington State Department of Health recommendations and guidelines for events to ensure public safety
- Local directives from the King County Health Department and the Safe Start Washington plan

### 2. HOST CITY AND VENUE CONDITIONS

- Washington State Convention Center reopening, preparedness, and outbreak containment prevention plans and procedures
- Condition of Seattle conference hotels and operations and procedures around safe and sanitary environments
- Seattle Convention and Visitors Bureau reports about current COVID-19 conditions and similar-size events, as well as what is open for business. For example, are places of interest/history/culture/ restaurants/dining open and available, if so, what are the conditions of visiting?

### 3. SAFETY AND SECURITY OF ATTENDEES AND STAFF

- Membership & Demographics: Current state of ACRL Membership will be assessed, with any drop in membership, a reasonable assumption may be made about anticipated drop in event participation. Conference size and global attendance will also be considered; the ACRL conference typically attracts about 4,000 - 5000 attendees from about 25 countries. As older adults are at increased risk, we will consider what is known about our conference and membership demographics.
- Air travel: Has air travel resumed to provide an adequate number of flights to the event? What are the conditions of flying? Travel guidelines, processes, restrictions as outlined by the Federal Aviation Administration and the Transportation Security Administration will be reviewed.
- Hotels and restaurants: Are there sufficient hotel rooms available? Are there enough restaurants operating for our attendees. What are the conditions for ensuring visitors have a safe, comfortable and appealing experience?
- PPE Requirements: What are the current requirements nation-wide and globally for protective gear, and ACRL's ability to provide testing, treating, and isolation if needed?

### 4. ATTENDEES' ABILITY TO PARTICIPATE

- Results from ALA COVID-19 survey, specifically the impact on academic library workers (travel funding freezes, furloughs, etc.)
- Consideration of institutional travel bans in place over our conference dates

### 5. LEGAL CONSIDERATIONS

- Conference Cancellation Insurance

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

- Contractual Obligations to the Washington State Convention Center and ACRL 2021 Conference Hotels
- Human resources liability concerns for ALA/ACRL staff travelling and working at Conference
- Risk of Litigation from Attendees and Providers

### Stakeholders

In drafting this decision-making guide, internal conversations were held among staff and the Conference Chair and conference Coordinating Committee. A broader range of stakeholders will be informed as appropriate, if the recommendation to cancel the face-to-face event is acted on by the ACRL Executive Committee.

### Fiscal and Staffing Impact

Financial impact will be assessed continually as planning for the event continues in whichever format is decided. Staffing is not expected to be impacted by this decision.

### Action Recommended

That the ACRL Board of Directors approves:

- That the above factors are sufficient for the ACRL 2021 Conference Chair, ACRL Conference Supervisor, and ACRL Manager of Professional Development to make a “Face-to-Face” or “Virtual Conference” recommendation to the ACRL Executive Committee and Executive Director no later than November 6, 2020: and
- That the ACRL Executive Committee and Executive Director will have final decision-making authority on the feasibility and general format of the ACRL 2021 Conference and the Executive Committee will vote on the recommendation by November 16, 2020.

### 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

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

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



Enabling Programs and Services

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

**This page included to accommodate double-sided printing.**

# Q1 Which of the following topics are of greatest interest (check all that apply)?

Answered: 125    Skipped: 0

ANSWER CHOICES	RESPONSES	
Reopening anew (changes/innovations afforded at this moment in time).	64.00%	80
Thriving/leading in uncertain times, using uncertainty to reinvent ourselves.	68.00%	85
Future of profession	42.40%	53
Professional Development needs given the current circumstances	40.80%	51
Recruiting, retaining, and supporting a diverse staff in uncertain times	40.80%	51
Updates on ACRL and ALA finances (e.g., Forward Together)	45.60%	57
What would you change about your ACRL work to save time? (We encourage work that creates value but doesn't require resources or staff time).	21.60%	27
Other (please specify)	5.60%	7
Total Respondents: 125		

#	OTHER (PLEASE SPECIFY)	DATE
1	Likelihood that ACRL National conference in Seattle will happen	5/27/2020 11:48 AM
2	Building community within ACRL - how do we build thriving relationships when there is no in person interaction	5/22/2020 10:07 PM
3	making committee work and other ACRL work meaningful --- I'm thinking of this from the point of view of a chair whose committee members so often seem uninterested.	5/21/2020 1:13 PM
4	Protecting library workers	5/21/2020 12:45 PM
5	New media formats such as virtual reality	5/21/2020 12:42 PM
6	Public health	5/21/2020 11:57 AM
7	how to manage in a virtual environment where literally hundreds or even thousands of people sign up for what were once small gatherings but many of them are not invested in the group, the profession or sustainability of ACRL or its groups	5/21/2020 11:51 AM

## Q2 What format(s) do you prefer? (check all that apply)

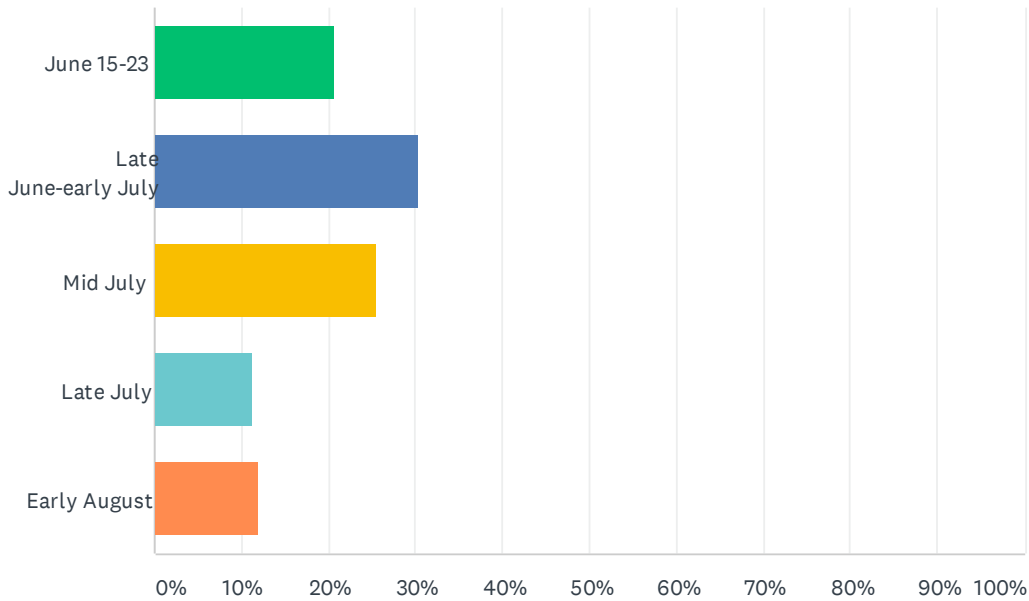
Answered: 125    Skipped: 0

ANSWER CHOICES	RESPONSES	
Live speaker/presentation	88.80%	111
Brief recording/podcast /reading for advance work (if so, enter suggestions in comment field)	40.00%	50
Break out conversations	55.20%	69
Total Respondents: 125		

#	OTHER FORMATS OR SUGGESTIONS FOR ADVANCE WORK.	DATE
1	open to any of these if it works well for the content	5/27/2020 12:17 PM
2	break outs are good if they are easy to administer & don't take much longer - always good to connect in more personal ways	5/27/2020 11:48 AM
3	Advance work before meetings and discussions	5/27/2020 10:57 AM
4	Record the speaker for later viewing to accommodate conflicts.	5/27/2020 9:29 AM
5	Mixture is good...not all one type.	5/27/2020 9:17 AM
6	Live online virtual sessions	5/21/2020 12:42 PM
7	I liked having most of the procedures, introductions, and and training for new ACRL leaders as a pre-recorded.	5/21/2020 12:16 PM
8	Would like to find ways to actually connect with, get to know, network with people, such as the breakouts. I have not found just random free-flowing conversation so helpful in meetings because it seems to be kind of a time waster with no learning or action. The breakouts by interest or group might be worth trying.	5/21/2020 11:51 AM

### Q3 What date range would work best for you personally? (pick one)

Answered: 125   Skipped: 0



ANSWER CHOICES	RESPONSES	
June 15-23	20.80%	26
Late June-early July	30.40%	38
Mid July	25.60%	32
Late July	11.20%	14
Early August	12.00%	15
TOTAL		125

**This page included to accommodate double-sided printing.**

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Guide to Policies and Procedures: Revision to Section 10.8 and Section 11.1.10 – Working Group Revisions

Submitted by: Margot Conahan, ACRL Manager of Professional Development  
Board working group members -- Carolyn Allen, April Cunningham, and Jeanne Davidson

Date submitted: June 2, 2020

### Background

During the April 8, 2020, ACRL Spring Board virtual meeting, a Board working group was formed to further review ACRL's site selection policies and procedures that were approved during the April 8 meeting. The Board recommended that the working group ensure the policy is clear about how ACRL lives its commitment to EDI with respect to site selection and clarifies how ACRL redoubles those efforts if state laws/policies that are contrary to ACRL values change after ACRL has contracted with a conference site. While the working group felt it was not practical to lay out a hard and fast timeline or sequence of events as each situation is unique, language could be added to the current policy to help members understand what positive steps ACRL can take as part of the site selection process and that ACRL can take action based on our core values, if needed.

### Stakeholders

n/a

### Fiscal and Staffing Impact

If approved, staff will update the Guide to Policies and Procedures on the ACRL Conference website.

### Action Recommended

That the ACRL Board of Directors approves the following changes (in track changes) for [Section 10.8](#) (Site Selection Criteria and Procedures) and [Section 11.1.10](#) (Site Selection) of the ACRL Guide to Policies and Procedures.

## 10.8 Site selection criteria and procedures

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

### Criteria

The primary selection criteria for ACRL Conference cities are:

- Physical fit of the city; adequate meeting space, hotel rooms, and special event venues that are available during preferable dates (avoiding religious and other holidays whenever possible)
- Affordability; for the attendees and the association
- Accessibility/walkability; ease of access by flights and/or other modes of transportation and conference venues within close proximity to each other
- Safety of all attendees regardless of their gender, race, age, sexual orientation, beliefs, or any other attribute
- General appeal of the city; places of interest/history/culture/restaurants/dining
- ACRL's Core Commitment to Equity, Diversity, and Inclusion as described below

### Procedures

1. ACRL staff will identify potential cities for the conference that meet the criteria and issue a Request for Proposal
2. ACRL staff will review proposals and conduct site visit(s) to potential sites to check out suitability for a conference.
3. ACRL staff will contact all ALA and ACRL chapters within the state and the contiguous states and regions to the site under consideration to solicit support for a conference in the proposed city.
4. ACRL staff will prepare a document for the ACRL Board's review recommending one or more sites and dates for a future conference(s).
5. The ACRL Board of Directors will review the staff recommendation; if more than one site is proposed, the Board will select one for approval.
6. The ACRL Board will forward its recommendation to the ALA Board for final approval.
7. Once a site has been identified, ACRL members in that region will be informed and encouraged to support the ACRL Conference.

### ACRL Core Commitment and Site Selection

ACRL is committed to making all conferences, to the best of their ability, inclusive and accessible to all members. This includes programming, educational components, and accessibility. ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. These commitments permeate the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, communities of practice, as well as our professional development programming and site selection.

When selecting an ACRL Conference site, the association will be guided by the following:

- ACRL is a national organization and our members, stakeholders, and libraries live, work, and serve communities in all 50 states;

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

- ACRL conference site selection and planning cycles may begin as early as 10 years out. ACRL can monitor but cannot predict what may happen in a host city or state;
- No conference/meeting site is immune from future political actions, incidents, or legislation contrary to our values;
- ACRL uses and will continue to use language in our hotel and/or convention center contracts that specifically spells out our civil rights' values and principles and allows ACRL to make decisions and/or take action based on our core values;
- ACRL will consult the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide conference planning and work will with appropriate groups as needed (e.g., ALA ODLOS) in order to plan an inclusive and accessible conference.
- Through the ACRL Conference, the Association provides high quality education and networking opportunities and seeks to educate and share our core values and principles. Equity, diversity, and inclusion are a vital part of ACRL Conference programming, activities, and community engagement;
- The ACRL Conference is an opportunity to educate, build awareness, and advocate for equitable treatment, inclusion, and respect for diversity; and ultimately, to help impact changes to policies and law that are discriminatory.

### • 11.1.10 Site selection

Site selection for preconferences, institutes, workshops, etc., not held in conjunction with an ALA Midwinter Meeting, ALA Annual Conference, or the ACRL Conference will be made in conformity with Section 4.3.4.9 of the ALA Policy Manual, "Division National Conferences, Preconferences, and Related Activities." Cities will not be selected where there are any state laws requiring libraries in the city to conduct business in any manner that violates approved policies of the American Library Association at the time the site selection is made.

A host site for a conference, preconference, or institute is generally chosen by the ACRL staff who will consult with the planning committee, as appropriate. Planning committees may recommend facilities, but **only** ACRL staff can enter into agreement and negotiate contracts for the facility on behalf of ALA. These sites are selected using these primary criteria:

- Physical fit of the city; adequate meeting space, hotel rooms, and special event venues that are available during preferable dates (avoiding religious and other holidays whenever possible)
- Affordability; for the attendees and the association
- Accessibility/walkability; ease of access by flights and/or other modes of transportation and conference venues within close proximity to each other
- Safety of all attendees regardless of their gender, race, age, sexual orientation, beliefs, or any other attribute
- General appeal of the city; places of interest/history/culture/restaurants/dining
- ACRL's Core Commitment to Equity, Diversity, and Inclusion as described below.

College campuses may also be considered as conference, preconference, and institute locations if use of such facilities provide the necessary services, fit within budget, provide access to specialized facilities or collections, or is predicted to increase registrations. Such sites must provide

for housing on campus or in close proximity that will not require busing unless offered by the campus.

Effort should be made to hold preconferences in the same city as the ALA Annual Conference or Midwinter Meeting when appropriate, and in facilities contracted by ALA Conference Services.

### **ACRL Core Commitment and Site Selection**

ACRL is committed to making all professional development programs, to the best of their ability, inclusive and accessible to all members. This includes programming, educational components, and accessibility. ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. These commitments permeate the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, communities of practice, as well as our professional development programming and site selection.

When selecting sites for conferences, institutes, workshops, and/or other professional development programs, the association will be guided by the following:

- ACRL is a national organization and our members, stakeholders, and libraries live, work, and serve communities in all 50 states;
- Site selection and planning cycles may begin as early as 18-24 months out. ACRL can monitor but cannot predict what may happen in a host city or state;
- No meeting site is immune from future political actions, incidents, or legislation contrary to our values;
- ACRL uses and will continue to use language in our hotel and/or venue contracts that specifically spells out our civil rights' values and principles and allows ACRL to make decisions and/or take action based on our core values;
- ACRL will consult the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide planning and work will with appropriate groups as needed (e.g., ALA ODLOS) in order to plan an inclusive and accessible professional development programs.
- Through ACRL's professional development programs, the Association provides high quality education and networking opportunities and seeks to educate and share our core values and principles. Equity, diversity, and inclusion are a vital part of ACRL programming, activities, and community engagement;
- ACRL's professional development programs are an opportunity to educate, build awareness, and advocate for equitable treatment, inclusion, and respect for diversity; and ultimately, to help impact changes to policies and law that are discriminatory.

### **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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

☐ 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.

**This page included to accommodate double-sided printing.**

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Guide to Policies and Procedures: Revision to Section 10.8 and Section 11.1.10 – Working Group Revisions

Submitted by: Margot Conahan, ACRL Manager of Professional Development  
Board working group members -- Carolyn Allen, April Cunningham, and Jeanne Davidson

Date submitted: June 2, 2020

### Background

During the April 8, 2020, ACRL Spring Board virtual meeting, a Board working group was formed to further review ACRL's site selection policies and procedures that were approved during the April 8 meeting. The Board recommended that the working group ensure the policy is clear about how ACRL lives its commitment to EDI with respect to site selection and clarifies how ACRL redoubles those efforts if state laws/policies that are contrary to ACRL values change after ACRL has contracted with a conference site. While the working group felt it was not practical to lay out a hard and fast timeline or sequence of events as each situation is unique, language could be added to the current policy to help members understand what positive steps ACRL can take as part of the site selection process and that ACRL can take action based on our core values, if needed.

### Stakeholders

n/a

### Fiscal and Staffing Impact

If approved, staff will update the Guide to Policies and Procedures on the ACRL Conference website.

### Action Recommended

That the ACRL Board of Directors approves the following changes (in track changes) for [Section 10.8](#) (Site Selection Criteria and Procedures) and [Section 11.1.10](#) (Site Selection) of the ACRL Guide to Policies and Procedures.

## 10.8 Site selection criteria and procedures

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

## Criteria

The primary selection criteria for ACRL Conference cities are:

- Physical fit of the city; adequate meeting space, hotel rooms, and special event venues that are available during preferable dates (avoiding religious and other holidays whenever possible)
- Affordability; for the attendees and the association
- Accessibility/walkability; ease of access by flights and/or other modes of transportation and conference venues within close proximity to each other
- Safety of all attendees regardless of their gender, race, age, sexual orientation, beliefs, or any other attribute
- General appeal of the city; places of interest/history/culture/restaurants/dining
- ACRL's Core Commitment to Equity, Diversity, and Inclusion as described below

## Procedures

1. ACRL staff will identify potential cities for the conference that meet the criteria and issue a Request for Proposal
2. ACRL staff will review proposals and conduct site visit(s) to potential sites to check out suitability for a conference.
3. ACRL staff will contact all ALA and ACRL chapters within the state and the contiguous states and regions to the site under consideration to solicit support for a conference in the proposed city.
4. ACRL staff will prepare a document for the ACRL Board's review recommending one or more sites and dates for a future conference(s).
5. The ACRL Board of Directors will review the staff recommendation; if more than one site is proposed, the Board will select one for approval.
6. The ACRL Board will forward its recommendation to the ALA Board for final approval.
7. Once a site has been identified, ACRL members in that region will be informed and encouraged to support the ACRL Conference.

## ACRL Core Commitment and Site Selection

ACRL is committed to making all conferences, to the best of their ability, inclusive and accessible to all members. This includes programming, educational components, and accessibility. ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. These commitments permeate the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, communities of practice, as well as our professional development programming and site selection.

When selecting an ACRL Conference site, the association will be guided by the following:

- ACRL is a national organization and our members, stakeholders, and libraries live, work, and serve communities in all 50 states;

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

- ACRL conference site selection and planning cycles may begin as early as 10 years out. ACRL can monitor but cannot predict what may happen in a host city or state;
- No conference/meeting site is immune from future political actions, incidents, or legislation contrary to our values;
- ACRL uses and will continue to use language in our hotel and/or convention center contracts that specifically spells out our civil rights' values and principles and allows ACRL to make decisions and/or take action based on our core values;
- ACRL will consult the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide conference planning and work will with appropriate groups as needed (e.g., ALA ODLOS) in order to plan an inclusive and accessible conference.
- Through the ACRL Conference, the Association provides high quality education and networking opportunities and seeks to educate and share our core values and principles. Equity, diversity, and inclusion are a vital part of ACRL Conference programming, activities, and community engagement;
- The ACRL Conference is an opportunity to educate, build awareness, and advocate for equitable treatment, inclusion, and respect for diversity; and ultimately, to help impact changes to policies and law that are discriminatory.

### • 11.1.10 Site selection

Site selection for preconferences, institutes, workshops, etc., not held in conjunction with an ALA Midwinter Meeting, ALA Annual Conference, or the ACRL Conference will be made in conformity with Section 4.3.4.9 of the ALA Policy Manual, "Division National Conferences, Preconferences, and Related Activities." Cities will not be selected where there are any state laws requiring libraries in the city to conduct business in any manner that violates approved policies of the American Library Association at the time the site selection is made.

A host site for a conference, preconference, or institute is generally chosen by the ACRL staff who will consult with the planning committee, as appropriate. Planning committees may recommend facilities, but **only** ACRL staff can enter into agreement and negotiate contracts for the facility on behalf of ALA. These sites are selected using these primary criteria:

- Physical fit of the city; adequate meeting space, hotel rooms, and special event venues that are available during preferable dates (avoiding religious and other holidays whenever possible)
- Affordability; for the attendees and the association
- Accessibility/walkability; ease of access by flights and/or other modes of transportation and conference venues within close proximity to each other
- Safety of all attendees regardless of their gender, race, age, sexual orientation, beliefs, or any other attribute
- General appeal of the city; places of interest/history/culture/restaurants/dining
- ACRL's Core Commitment to Equity, Diversity, and Inclusion as described below.

College campuses may also be considered as conference, preconference, and institute locations if use of such facilities provide the necessary services, fit within budget, provide access to specialized facilities or collections, or is predicted to increase registrations. Such sites must provide

for housing on campus or in close proximity that will not require busing unless offered by the campus.

Effort should be made to hold preconferences in the same city as the ALA Annual Conference or Midwinter Meeting when appropriate, and in facilities contracted by ALA Conference Services.

### ACRL Core Commitment and Site Selection

ACRL is committed to making all professional development programs, to the best of their ability, inclusive and accessible to all members. This includes programming, educational components, and accessibility. ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. These commitments permeate the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, communities of practice, as well as our professional development programming and site selection.

When selecting sites for conferences, institutes, workshops, and/or other professional development programs, the association will be guided by the following:

- ACRL is a national organization and our members, stakeholders, and libraries live, work, and serve communities in all 50 states;
- Site selection and planning cycles may begin as early as 18-24 months out. ACRL can monitor but cannot predict what may happen in a host city or state;
- No meeting site is immune from future political actions, incidents, or legislation contrary to our values;
- ACRL uses and will continue to use language in our hotel and/or venue contracts that specifically spells out our civil rights' values and principles and allows ACRL to make decisions and/or take action based on our core values;
- ACRL will consult the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide planning and work with appropriate groups as needed (e.g., ALA ODLOS) in order to plan an inclusive and accessible professional development programs.
- Through ACRL's professional development programs, the Association provides high quality education and networking opportunities and seeks to educate and share our core values and principles. Equity, diversity, and inclusion are a vital part of ACRL programming, activities, and community engagement;
- ACRL's professional development programs are an opportunity to educate, build awareness, and advocate for equitable treatment, inclusion, and respect for diversity; and ultimately, to help impact changes to policies and law that are discriminatory.

### 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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

☐ 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.

**This page included to accommodate double-sided printing.**

*Note: This was discussed at the ALA Executive Board virtual meeting on May 19, 2020, and a call for volunteers was issued with deadline of June 15, 2020.*

ALA Operating Agreement Workgroup DRAFT 5/10/20

### **Charge:**

The ALA Executive Board is appointing a workgroup to evaluate, assess, and make recommendations to the ALA Operating Agreement that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.

### **Timeline:**

May 2020	WG approved by Executive Board
May 2020	Volunteers solicited for the WG
June 2020	WG appointed by the Executive Board
Annual Conf	WG initial meeting
Fall 2020	Draft recommendations and issues presented to Executive Board
Midwinter 2021	Draft recommendations and discussion presented to ALA Council and Executive Board
Spring 2021	Final recommendations and Bylaws considered and voted on by the Executive Board
June 2021	Final recommendations and Bylaw changes considered and voted on by ALA Council

### **Composition**

Member representative appointments will be made by the ALA President.

#### **Member Representatives**

1. Chair, ALA Treasurer, Maggie Farrell
2. Division Member Representative
3. Division Member Representative
4. Roundtable Member Representative
5. Membership Committee Member Representative
6. Publishing Committee Member Representative
7. SCOE Member Representative
8. Board Member Representative
9. BARC Chair

Staff representative appointments will be made by the ALA Executive Director.

#### **Staff Representatives**

1. Division Staff Representative
2. Roundtable Staff Representative
3. Financial Staff Representative
4. Publishing Staff Representative
5. Governance Staff Representative
6. General Fund Staff Representative

The WG will facilitate member engagement in the process and seek to broaden its perspectives through solicitation of a variety of opinions and ideas. In addition, the WG will keep ALA Council, Division and Roundtable Leaders apprised of its work.

<http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/operatingagreement>

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



## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Board Participation & Travel Funding

Submitted by: Karen Munro, ACRL President

Date submitted: 6/3/2020

### Background

The ACRL Leadership Recruitment and Nomination Committee (LRNC) is charged each year to "Identify and assess a diverse pool of potential candidates, and select nominees," for the ACRL of Directors. In recent years, the LRNC has seen an increase in requests from potential candidates to provide details on travel requirements and if there is available funding from ACRL to offset travel costs. Also, in recent years, the LRNC has seen a decrease in the number of volunteers for the ACRL Board, which could be in part due to the required travel commitments.

Currently, ACRL requires Board members to attend all face-to-face and virtual meetings ([2.2.1 Board Responsibilities](#)) and ACRL does not offer subsidized funding for Board travel. An analysis of other organizations' Board travel requirements and funding for travel is included in Doc 17.1.

In May 2020, ALA conducted a survey to better understand the impact of COVID-19 on library operations, programs, services and finances. The survey was widely circulated, and 20% of US academic library institutions responded to the survey. Questions were included to understand the impact of the pandemic on professional development funding, and responses for those questions are included in Doc 17.2.

To address the issues raised by the LRNC and the decrease in library funding, it is recommended that the Board reevaluate its current travel requirements and consider how to align Board participation with ACRL's Core Commitment to Equity, Diversity and Inclusion.

### Questions for the Board to Discuss

1. Do you think there is a need for ACRL to provide subsidized funding for Board travel?
2. If ACRL should provide travel funds for Board members, what recommendations do you have for implementation? Should funding be made available for all Board members or upon request?

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

3. Is there additional information the Board would like to review before advising on Board participation and subsidized travel?

## Stakeholders

n/a

## Strategic Goal Area Supported

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

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

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

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

## Other Organizations' Board Participation Analysis

In May 2020, ACRL polled higher education organizations, on closed email lists for executive directors, to identify trends in Board participation requirements and subsidized funding for Board travel.

### American Council of Learned Societies (ACLS)

Question	Yes	No
Do you allow virtual-only Board participation?	3	6
Do you subsidize travel for in person meetings?	9	4

#### About ACLS

"The 75 learned societies that are members of ACLS are national or international organizations in the humanities and related social sciences. Each society is concerned with a distinct field of study, but all are involved in the promotion of research, scholarly publication, and education."

#### No Funding Provided Comments

- Board member candidates are given the meeting dates upon being nominated to run; if they know that they cannot attend the main meetings, they should not run for office, and if they find out in advance that they can't attend, they should resign from the Board.
- The expectation is that members be present in person for meetings unless there are extenuating circumstances.

#### Funding Provided Comments

- We now require board members to let us know if they would like us to pay for their travel to the in-person board meeting. No questions asked—they just have to sign up to get their expenses reimbursed. This has worked well and has saved us several thousand dollars per year.

#### Virtual and Face-to-Face Comments

- This year our March board meeting was fully virtual for the first time. In the past the expectation was for as many board members to participate in person as possible, although one or two did Skype into the meeting from time to time.  
We do not allow members to participate virtually if the meeting is taking place physically.
- The plan is for more frequent virtual meetings during the current crisis in order to dispose of business in a timely, thoughtful, and inclusive manner.
- Obviously, this year is different. We will meet next week via zoom. But everyone will be on zoom, which is different from some people in a room and some on the screen. One interesting aspect of meeting remotely (as much as we are not happy about it) is that instead of two long days we will do it in a series of 2-hour sessions.

### Council of Higher Education Management Associations (CHEMA)

Question	Yes	No
Do you allow virtual-only Board participation?	3	11
Do you subsidize travel for in person meetings?	18	2

#### About CHEMA

CHEMA “is an informal voluntary assembly of management-oriented higher education associations in the United States and Canada.” As of June 2020, there are 44 member organizations.

#### *No Funding Provided Comments*

- We do ask all leadership (Board and regional leaders) to ensure that they have institutional support to attend the Annual Conference where the Board meets, and regional training happens.
- We do not pay for travel for Board members to attend meetings. This is included in the application where the candidate needs to show institutional or self-support.
- If the meeting is being held in conjunction with a conference or other event, travel costs are not covered.

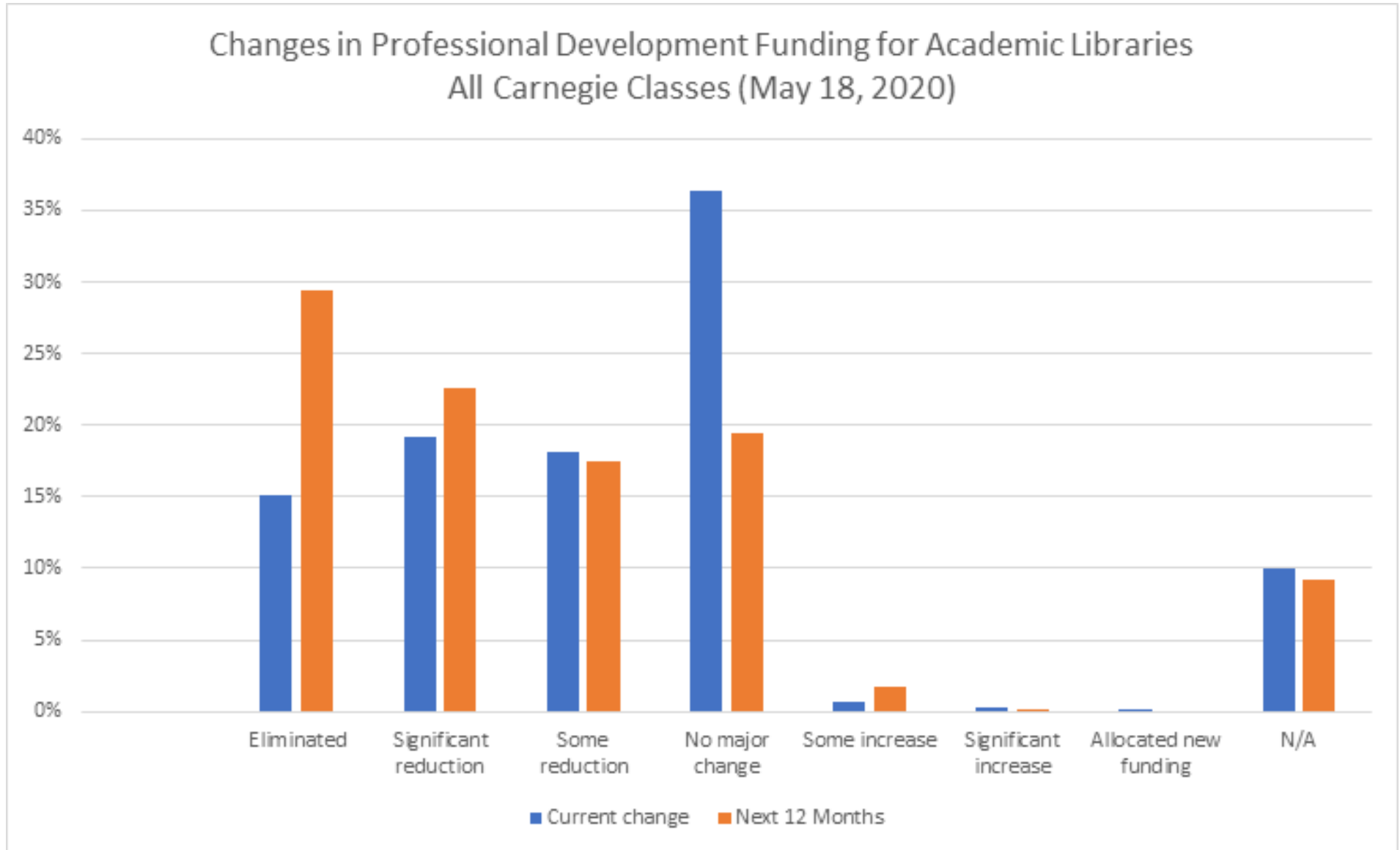
#### *Funding Provided Comments*

- We do have a fund that we started 3 years ago that is used for leaders who do not have financial support to travel for meetings (the fund is also used for members who do not have financial support to attend conferences). We set this fund up so that we could be sure to have members participate in a leadership position who need it.
- If the meeting is a standalone event, costs are covered.

#### *Virtual and Face-to-Face Comments*

- We’ve discouraged the virtual option when we have an in-person meeting, as it just doesn’t work and it’s not worth the extra cost, you are there or you are not
- Many groups had previously not allowed any form of virtual participation but are now considering as a long-term solution.
- Most groups are opposed to the hybrid in-person/virtual meeting. People tend to want either 100% in person or 100% virtual.

The American Library Association fielded the online survey May 12–18, 2020. The online survey link was shared widely by ALA and other library organizations. Research staff from PLA, other ALA divisions and offices, the Colorado State Library’s Library Research Service, and the Institute of Museum and Library Services verified responses and removed duplicates. Survey responses represented ~30% of public library systems, ~20% of academic libraries, and less than 20% of other library types in the U.S. Note: each Carnegie class had about the same % for each type of action.



**This page included to accommodate double-sided printing.**

## Presenter Coordinator: Selection and Appointment

*Note:* Dates may vary if a current Presenter Coordinator resigns suddenly or if there is a newly created workshop presenter team.

### By March 1

- Current Presenter Coordinator notifies workshop presenter team, designated member oversight group (e.g., for the ACRL workshop "Scholarly communication: From understanding to engagement" the member oversight group is the Research and Scholarly Environment Committee), and ACRL Staff of forthcoming vacancy (either due to expiring term or resignation).

### March 1 - mid April

Designated member oversight group:

- Reviews this selection and appointment process.
- Develops or updates essay questions for applicants.
- Shares the *Presenter Coordinator Description* document and essay questions with full membership of designated oversight group and update as needed.
- Forms a selection team composed of members of the designated member oversight group, workshop presenters who have indicated they will not be candidates for the coordinator role, and a representative from the ACRL Board of Directors who serves as a non-voting, ex-officio member.
- Posts a call for Presenter Coordinator to the presenter team and encourages applications (April 15)

### Mid April 16-early June

- Applications due to selection team chair (by May 13)
- Applications shared with full selection team (by May 15)
- Selection team reviews applications, conducts follow up phone interviews if needed.
- Selection team votes and agrees on top candidate to recommend, conveys to chair of designated member oversight group.

### Mid June

Chair of designated member oversight group submits Board Action Form to ACRL Program Officer, and notifies candidate they have submitted their recommendation to the Board. The Board Action Form includes overview of selection process, recommended nominee and their application form along with a list of all candidates' names. ACRL Board of Directors will review and consider for confirmation at the ALA Annual Conference.

**This page included to accommodate double-sided printing.**

## Presenter Coordinator: Role and Responsibilities

ACRL has designated a Presenter Coordinator for each of its licensed workshops. The Coordinator for each provides leadership for the administration and curricular development of the workshop offered. The Coordinator benefits from a deep knowledge of the history, principles, curriculum, and current developments related to workshop content. Each presenter team functions as a collaborative body to develop and teach the workshops, and each Coordinator plays a key role by leading collaboratively and maintaining the consensus and team approach to the work.

The role of the Coordinator focuses on meeting facilitation, delegation and follow-up on group and individual tasks of the presenters, building consensus, and communication and advocacy with varied audiences on behalf of the workshop groups (audiences include program participants, presenters, ACRL staff, and ACRL governance bodies). The Coordinator's intimate knowledge of the workshop's learning objectives, curricula, presenter culture, as well as ACRL governance structures, is critical to the ongoing success of the workshops.

The Coordinator holds a 3 year appointment with an option for renewal for a maximum of 2 terms through this same full selection process. Appointments are effective at the end of the ALA Annual Conference.

### Detailed Responsibilities include:

Serve as the chief liaison for the workshop

- Field communications from ACRL Board, designated member oversight group, ACRL staff, ACRL members, and/or any external professional queries about the program. For the ACRL *Framework* workshop, the member oversight group is the Student Learning and Information Literacy Committee.
- Serve as a resource for the ACRL staff and designated member oversight group regarding processes of participant selection, program planning, site selection, or other issues.
- Prepare reports as needed.

Program administration

- Establish presenter rotations; work with presenters and ACRL staff as necessary to establish timelines.
- Establish agenda development for presenter meetings which may be held at Midwinter, Annual, or virtually. Facilitate meetings and discussions that result in collaborative decision-making.
- Arrange for a debriefing discussion with presenter team members after a workshop has occurred and workshop evaluation results have been disseminated and reviewed. Distribute meeting notes to all team members related to curriculum and workshop improvement ideas to consider.
- Setup meeting time/locations for midwinter and annual conferences as needed and send requests to appropriate ACRL staff. Send email to presenters for meeting agenda items.
- Facilitate, or arrange for facilitation of, meetings and curriculum development as needed.
- Assure deadlines and timelines are met.
- Send final documentation (PowerPoint slides, presentation notes, handouts) to ACRL staff liaison.
- Assure presenter agreements and commitments are upheld.

Liaison to ACRL

- Field questions from ACRL staff about site selection and program logistics.  
Review marketing materials with ACRL staff.

- Serve in an ex officio capacity as liaison to designated member oversight group. Attend committee meetings at ALA Midwinter Meetings, Annual Conferences, and/or virtually. Take feedback to presenters for action or comment. Provide a brief annual report to keep the Chair informed about processes and details of the work of the presenters, including curriculum changes and new program development.

It is anticipated that the above responsibilities will take 3-5 hours per month.

### **Qualifications:**

- Current experience as a workshop presenter.
- Knowledge of the workshop curriculum and goals.
- Excellent leadership and collaborative skills; ability to build a team and lead collaboratively.
- Ability to communicate with a wide variety of constituents.
- Strong organizational skills.

### **Responsibilities of ACRL**

ACRL provides a modest annual honorarium to the presenter coordinator for this role, in addition to the honorarium provided as a workshop presenter.

### **How to apply**

To apply, please prepare the following materials. Applications must be submitted electronically as a single PDF document that includes:

1. A statement that addresses the following:
  - How would you foster collaboration, innovation, shared decision making, and productive problem-solving within the Framework workshop presenter team?
  - Describe your experience with working with groups across distances and what you have learned from that experience that would be helpful in this situation.
2. Your résumé.

The single PDF application must be submitted via email **by 11:59 p.m. on May 15, 2020**, to Chase Ollis, ACRL Program Officer, at [collis@ala.org](mailto:collis@ala.org).

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



## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Project Outcome for Academic Libraries

Submitted by: Sara Goek, Program Manager, ACRL ([sgoek@ala.org](mailto:sgoek@ala.org))  
Tiffany Garrett, chair, Project Outcome for Academic Libraries Editorial Board  
([tiffany.garrett@nsc.edu](mailto:tiffany.garrett@nsc.edu))  
Jennifer Arnold, vice-chair, Project Outcome for Academic Libraries Editorial Board  
([jennifer.arnold@cpcc.edu](mailto:jennifer.arnold@cpcc.edu))

Date submitted: June 5, 2020

### Background

The *Project Outcome for Academic Libraries: First Annual Report* (June 2020) can be found as Doc 19.1 in the Board packet or can be downloaded at:

[https://acrl.projectoutcome.org/ckeditor\\_assets/attachments/612/poal-report-2020.pdf](https://acrl.projectoutcome.org/ckeditor_assets/attachments/612/poal-report-2020.pdf).

The report is meant to be a public-facing document that can help libraries understand engagement with Project Outcome on a national scale and provide a record of ACRL's work. As it demonstrates, academic libraries find significant value in this tool: they use it to make improvements to their libraries' programs and services and to advocate for the value of their libraries.

The purpose of this discussion item is to remind the Board that having invested approximately \$300,000 over 3 years in building and promoting this tool, it does require continued support to continue to grow and be used across the profession. There is also significant potential for ACRL to make use of the data to advocate for the profession and advance the association's strategic goals.

However, we face limitations on that work: First, Sara Goek's contract with ACRL comes to an end in August 2020 and from September support for Project Outcome will be <30% of one program coordinator position. This means a reduction in capacity and expertise at the staff level. Second, while the toolkit has been built, like all digital resources it requires continued support and investment. We are pursuing many new avenues for revenue (paid group accounts, licensed workshops, licensed webinars), but these may not balance the project budget, at least not in the immediate future. We believe the report demonstrates the value of that continued investment and welcome the input of the Board on

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

how best to strategically leverage the tool and the dataset it generates for the benefit of the profession going forward.

## Questions for the Board to Discuss

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

1. How can ACRL better make use of Project Outcome to support all strategic goals, advocacy, and work across the association? Can we emulate the Public Library Association's approach of making Project Outcome a key initiative, rather than just a toolkit, and integrating it into the association's work? (See the "Theory of Change," page 4 in the report.)
2. Given that staff time and expertise devoted to this project will be more limited beginning in September 2020, how might we better leverage member leadership and expertise to continue to promote the toolkit and resources to advance the profession?

## Stakeholders

- Project Outcome for Academic Libraries Editorial Board
- Public Library Association

## 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

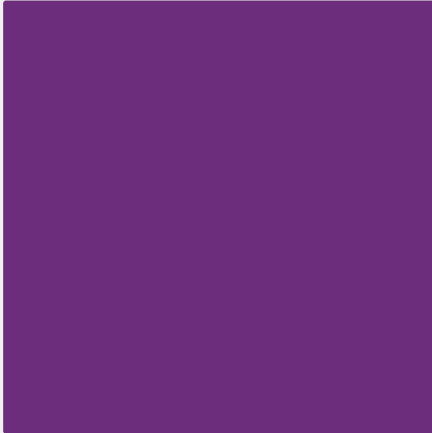
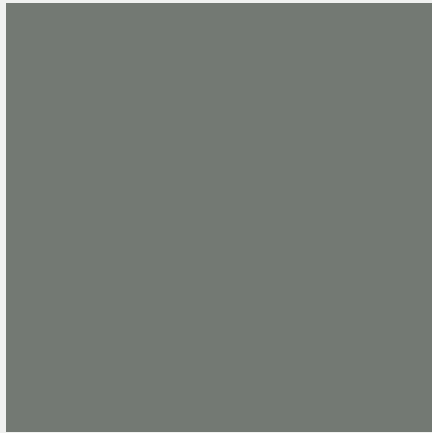
Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

☐ 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.



# Project Outcome for Academic Libraries

First Annual Report  
June 2020

Prepared by Sara Goek & Gena Parsons-Diamond

# **+ Table of Contents**

**Introduction** **2**

**What We've Done** **5**  
Development and Outreach

**What We've Learned** **12**  
Academic Library Outcomes

**What's Next** **19**  
Improvements and Learning Opportunities

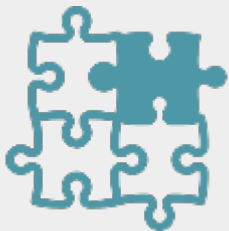


# Introduction

Academic librarians know that their work makes a difference: they set students on the road to success and researchers on the road to results. They provide valuable skills and access to knowledge that helps our colleges and universities thrive. The challenge for libraries is often capturing meaningful data to support that story.

The Association of College and Research Libraries (ACRL) launched **Project Outcome for Academic Libraries** in April 2019, based on a model developed by the Public Library Association (PLA), to help libraries understand and share the impact of essential library programs and services. The free online toolkit provides standardized surveys, a simple process for measuring and analyzing outcomes, and resources libraries can use to apply their results to effect change.

What good did  
we do?



Helping libraries measure four key outcomes



Knowledge



Confidence



Application



Awareness

# 476

academic and research  
libraries have created  
surveys.


They have collected

# 41,400+

responses  
as of April 2020.

Visit:

<https://acrl.projectoutcome.org>



“If you are not already using Project Outcome, I highly recommend it. We used it last fall for library instruction evaluation, and I now have **handy charts and student quotes** from the open ended questions we used that I shared with our new VP for Academic Affairs. She was impressed that I had data handy, and I appreciate **that it shows how students strongly value library instruction**. The beauty of this data is that it is entirely based on students’ own view of **our impact on their success**, so I am not caught up in the conundrums of trying to correlate impact on grades (whenever we try to relate library impact on grades, there are so many confounding variables that may also be positively or negatively impacting students) or other measures. I told her that given the evidence (which our interim president mentions frequently) **that a sense of belonging improves retention**, helping students improve research skills and understand information literacy **counters the imposter syndrome many students feel** when they get a research assignment. [This study](#) notes that both “belonging” and academic success predict retention, and library instruction aligns with both goals.”

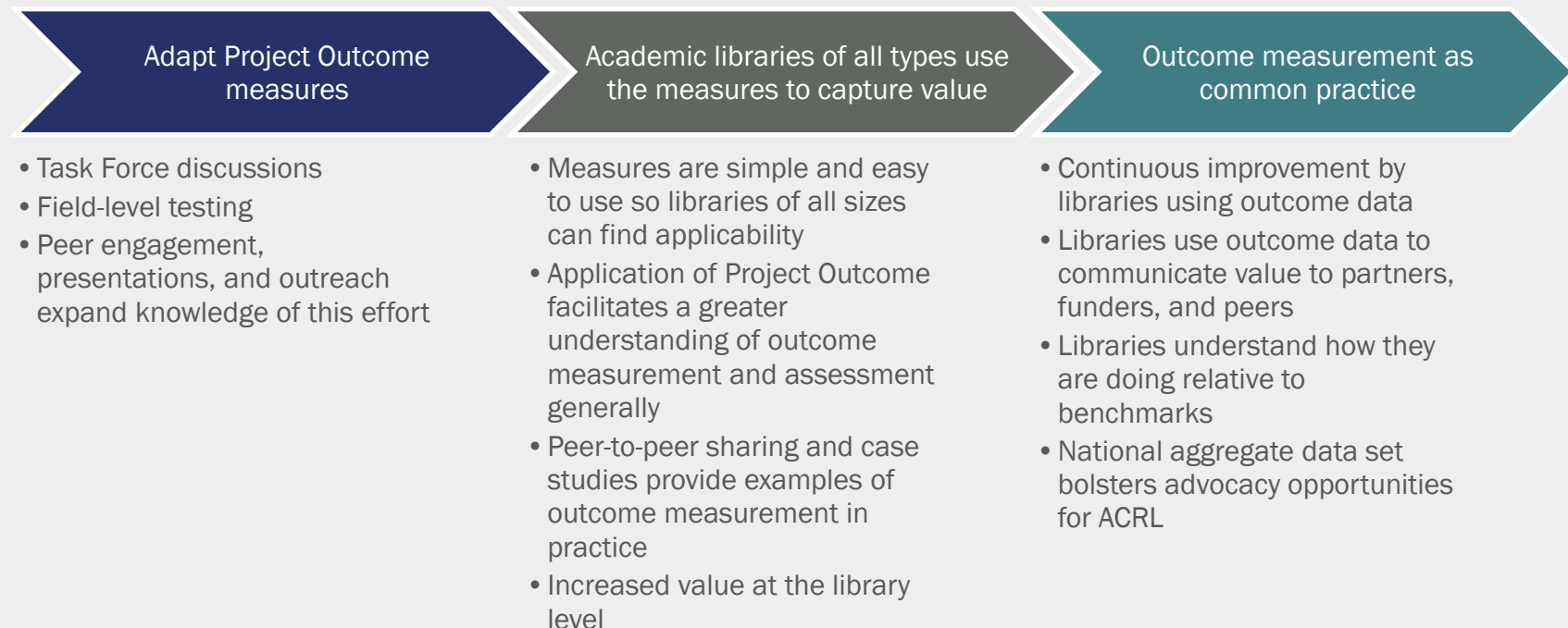
- Deb Baker, Library Director, Manchester Community College, New Hampshire



# Theory of Change

The work to develop Project Outcome for Academic Libraries has been driven not only by the desire to provide the platform, but also to provide a valuable model and data that can have a positive impact on the field. The platform, model, and data together can provide value to academic libraries, consortia, and the wider profession. We would like Project Outcome to serve as a standard for the field, engaging more libraries in outcome measurement and other forms of assessment by reducing barriers to entry.

The theory of change outlined below envisions moving towards outcome measurement as common practice: creating a culture of continuous improvement, and using outcome data to understand and communicate the value of academic libraries at the institutional and national level.





# What We've Done

## Development and Outreach

The ACRL Board of Directors established the **Project Outcome for Academic Libraries task force** “to adapt the Project Outcome measures, developed by the Public Library Association, to an academic library context. Collecting consistent outcomes data will allow academic libraries to benchmark at the national and state level and will help ACRL better support its members and mission.”

The task force consisted of eleven members drawn from a cross-section of academic institutions from associate's colleges to doctoral universities. The goal of their work was to create a series of standardized outcome measures that allow for the evaluation of impact over time. The measures needed to be relevant across a range of programs and types of academic libraries. The **seven new survey topics** developed (right) are the final product of their work.



DIGITAL & SPECIAL COLLECTIONS



INSTRUCTION



SPACE



LIBRARY TECHNOLOGY



EVENTS/PROGRAMS



TEACHING SUPPORT



RESEARCH

# Timeline of Development



## ◆ November 2017

ACRL Board of Directors approved the establishment of a task force to adapt PLA's Project Outcome to an academic Library context.

## ◆ March 2018

The task force met in person in Chicago to begin work.

## ◆ June-October 2018

New outcome-based surveys for academic libraries were field-tested by 54 institutions across the United States.

## ◆ February 2019

The final text of the surveys was approved and added to the Project Outcome site.

## ◆ March 2019

Project Outcome for Academic Libraries opened for user registrations.

## ◆ April 2019

Official launch of Project Outcome for Academic Libraries at the ACRL 2019 conference.

## ◆ June 2019

The task force wrapped up its work and the ACRL Board of Directors approved the establishment of a new Editorial Board to oversee Project Outcome going forward.

## ◆ October 2019

First meeting of the Project Outcome for Academic Libraries Editorial Board.



## Toolkit Improvements

We continuously seek user feedback and make improvements to the toolkit with our partners in PLA and the assistance of our web development team, Community Attributes. On-going work has improved the user experience, site functionality, and account management options. The following improvements have been made to the toolkit in the past year:

Google Translate integrated throughout the site.

Carnegie Classification filters added to the data dashboards.

New resource added on “Visualizing Data.”

Mobile-friendly surveys implemented.

Survey introductory text and report text fixed for clarity.

Editorial Board established guidelines for new user case studies and solicited submissions.

New “survey responses viewer” allows raw data to be downloaded from multiple surveys at once.

Revised and reformatted user tutorials.

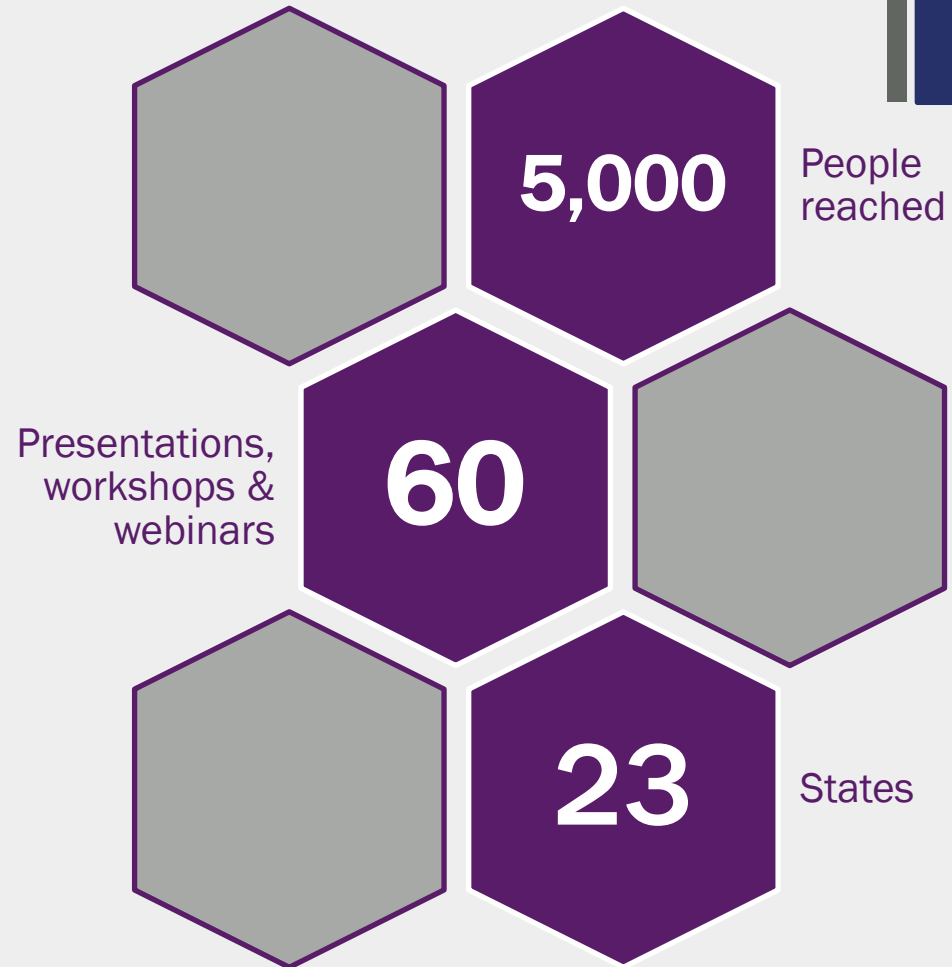
Published three academic library case studies.



## Learning Opportunities

Over the last two years – since this work began – staff and member leaders delivered 60 presentations, webinars, and workshops on Project Outcome for Academic Libraries. We reached approximately 5000 people live (online and in-person) and the webinar recordings garnered an additional 4000 views.

The majority of these workshops and presentations took place in the year following the toolkit's launch under the scope of ACRL's sponsored workshops series. We reached librarians at events in 23 states, as well as 4 international conferences. The half-day workshops in particular offered an intensive, interactive learning experience designed to not only familiarize participants with the Project Outcome toolkit, but to help them develop a plan to successfully implement it at their libraries.





# Outreach

## Format

- ☒ Half-day
- ☒ One-hour
- ☒ Panel
- ☒ Two-hour
- ☒ Webinar

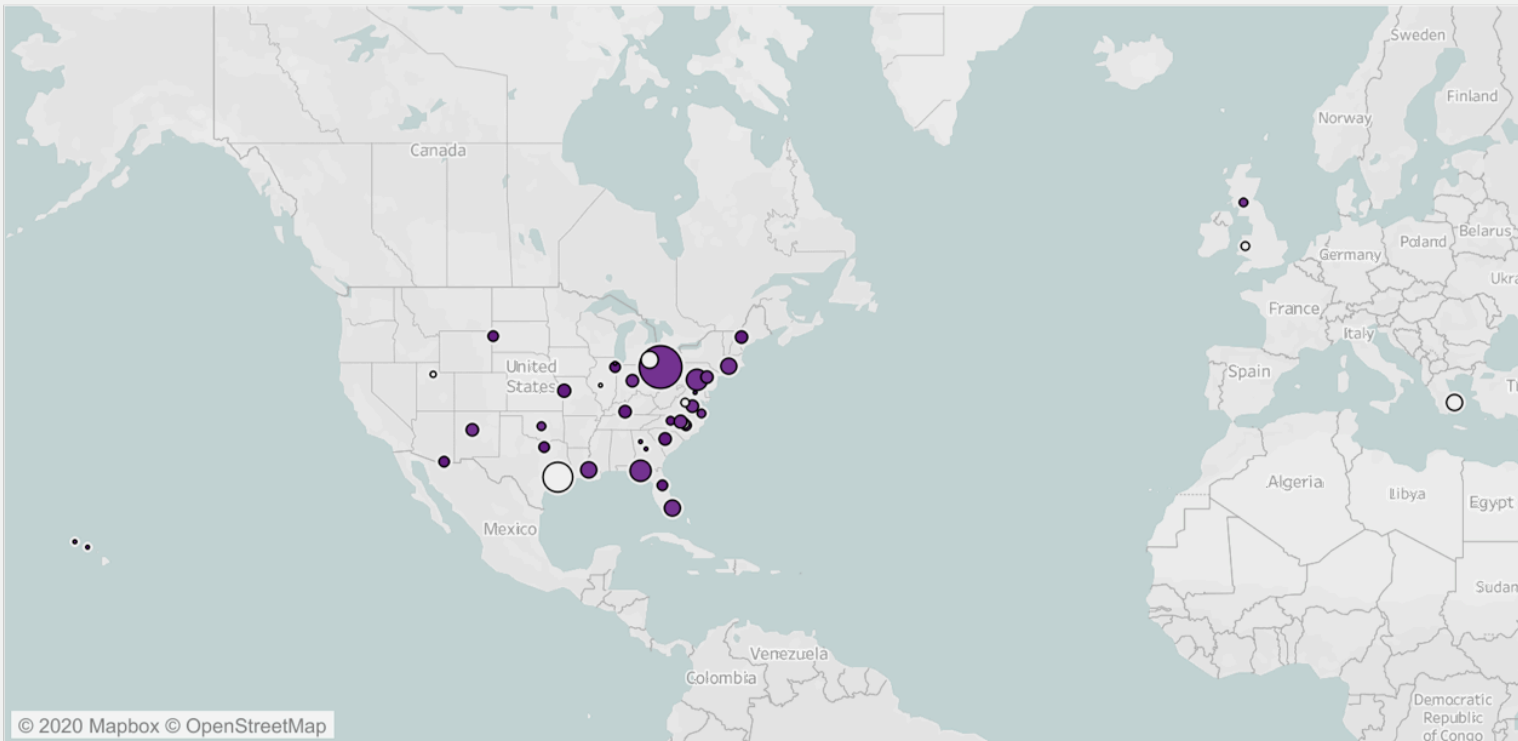
## Audience size

- 6
- 100
- 200
- 310

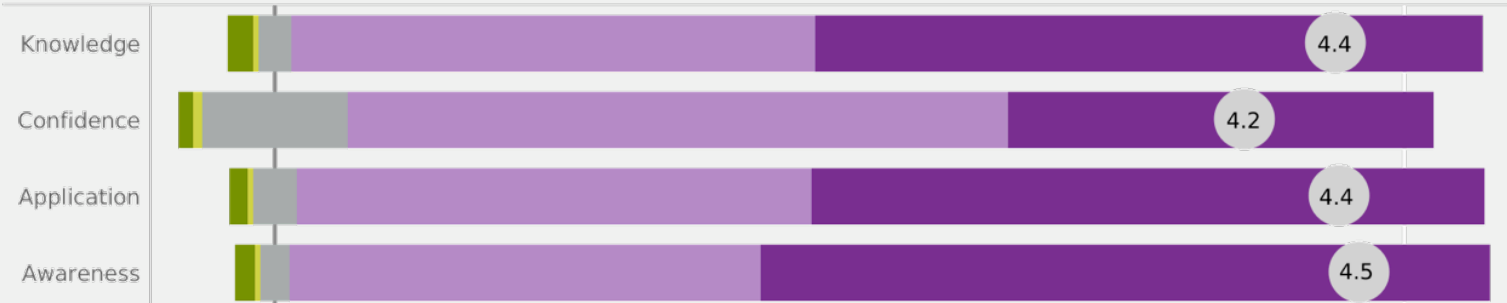
## Answer

- Strongly Disagree
- Disagree
- Neither
- Agree
- Strongly Agree

The quantitative outcomes are based on 1227 responses to surveys administered at the end of workshops and presentations.



## Outcome



View an interactive version of this visualization [online](#).



## Workshop Outcomes

The survey responses from the half-day workshops included many comments that attest to the value of both Project Outcome and the workshop curriculum:



"I've attended Project Outcome sessions at conferences before, so I knew about this before today. However, it was very helpful to **complete the worksheet with my colleagues** present. Working on this together was VERY helpful."

"Great presenter, great visuals! Highly organized, really **fun and insightful** group work."



"This session was **a tipping point to get started** with this resource. I was familiar, now I'm ready. Thank you!"

"Already have a project in mind to assess and feel **motivated** to do it in the near future."

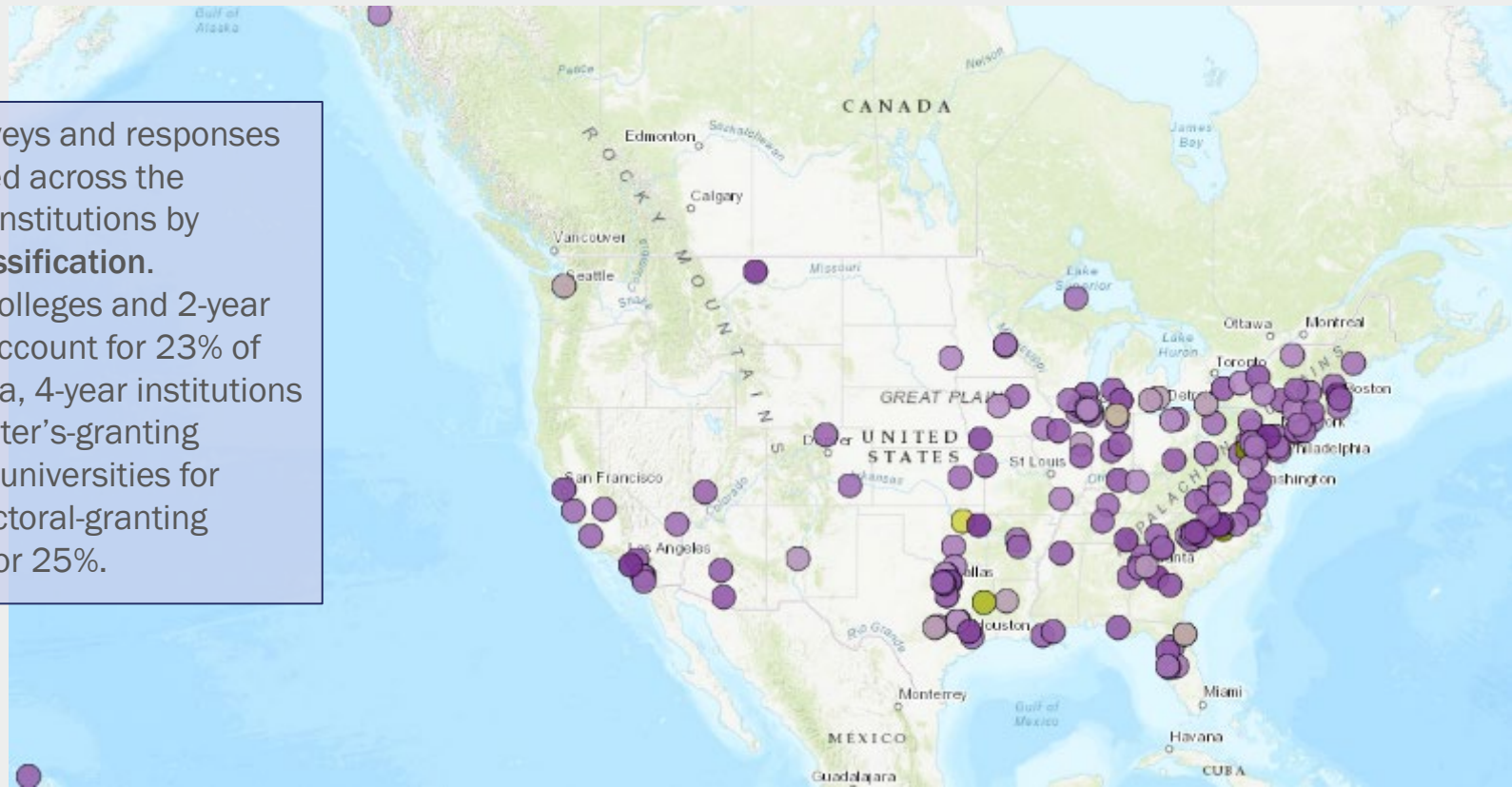


## User Engagement

As of April 20, 2020, Project Outcome for Academic Libraries had **2890 registered users**. The users come from **1104 institutions** in **42 countries**. 476 (43%) of those institutions have created surveys in the toolkit and collected a total of 41,403 survey responses.

While Project Outcome is open to all academic and research libraries globally, the majority of registered users (over 75%) and survey responses (99%) come from institutions in the United States.

Both the surveys and responses are distributed across the spectrum of institutions by **Carnegie classification**. Community colleges and 2-year institutions account for 23% of response data, 4-year institutions for 18%, master's-granting colleges and universities for 34%, and doctoral-granting universities for 25%.





# What We've Learned

## Academic Library Outcomes

Project Outcome provides academic libraries with **ready-to-go surveys** in **seven topic areas**. Each measures four key learning outcomes – knowledge, confidence, application, and awareness – to help libraries understand the benefit of their programs and services.

For each topic, there is an immediate survey with 6 standard questions (4 Likert-scale questions and 2 open-ended questions) and a follow-up survey with 5 questions (3 yes/no questions and 2 open-ended questions). Libraries can add up to 3 custom questions to help them get additional evidence. Looking at aggregate data from across the United States, we can get a **big picture view** of the types of programs and services libraries assess, and how they are doing in those areas.



WHAT GOOD DID WE DO

### Evidence from Custom Questions

The types of questions libraries choose to add tells us about how they are using the surveys and other information they are interested in capturing. For the instruction survey, many libraries choose to add questions that ask more specific outcomes based questions related to the content of the instruction. These include “exit tickets,” asking respondents to name one thing they learned and/or one thing they’re still confused about.

Libraries also use the custom questions to collect other types of assessment data. This includes evidence about:

- Satisfaction, e.g. “was the staff helpful?”
- User preferences, e.g. “which methods do you prefer to use to communicate with library staff?”
- Usage patterns, e.g. “did you use this space today as an individual or as part of a group?”
- Demographics, e.g. “are you an undergraduate student, graduate student, faculty, staff, or other?”



## Instruction

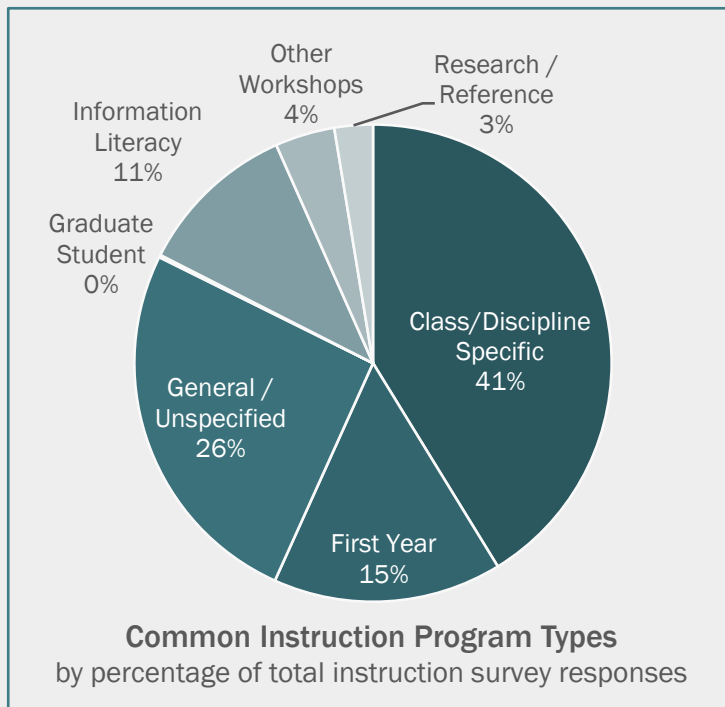


### 1,785 surveys created

32,804 responses to the immediate surveys and

1,826 responses to the follow-up surveys.

The outcomes asked about in the quantitative questions also frequently show up in responses to the open-ended questions. Students report that they learn new skills and about the resources available to them in the library.



The word cloud illustrates responses to the question “What did you like most about this session?” Students appreciate the practical information, enthusiastic instructors, and hands-on activities.



In response to the question “What else could the library do to help you succeed in your classes?” the most common words are “more,” “help,” and “nothing.”

## Space



**79 surveys** created.  
1,103 responses to the immediate surveys and  
101 responses to the follow-up surveys.

Types of spaces assessed using the space survey include study rooms, conference rooms, common areas, and after-hours access.

Many library users appreciate the **quiet** study spaces in the library. They also value group study rooms as places to “**come together and learn**” and the additional resources such as screens and whiteboards that are provided.



A group study room in the Marydean Martin Library, Nevada State College. From: Tiffany Garrett, [Assessing the Impact of Study Rooms](#) (April 2020)

## Library Technology



**38 surveys** created.  
805 responses to the immediate surveys and  
1 response to the follow-up surveys.

Types of library technology evaluated include the library website, equipment in the library (public computers, makerspaces), laptop loans, and software workshops and demonstrations.

In the open-ended comments, users indicated they appreciate the **availability** and **accessibility** of library technology. Asked what else the library could do to help them, most respondents asked for **more resources** and **more availability** of existing resources: loaner laptops, work stations, databases, information about how to use the technology, and printers.

## Digital & Special Collections



**40 surveys** created.  
32 responses to the immediate surveys and  
25 responses to the follow-up surveys.

Types of digital and special collections surveys include digital literacy programs, archives instruction for humanities classes, and programs related to film, photography, and television classes.

## Research



**150 surveys** created.

800 responses to the immediate surveys and

122 responses to the follow-up surveys.

Types of research programs and services assessed using this survey include student consultations and appointments, reference services, data management, and workshops related to sources and citations. These programs were offered to undergraduates, graduate students, and faculty.

In the comments, users shared that consultations and reference services helped them **find sources** and feel **more confident** completing their work.

**90%**

of respondents to the immediate research survey said they **learned something new** that will help with their research.

**97%**

of respondents to the follow up research survey **used what they learned** to complete a research task or goal.

## Teaching Support



**42 surveys** created.

86 responses to the immediate surveys and

4 responses to the follow-up surveys.

Types of teaching support programs assessed using this survey include online instruction support, faculty perceptions of library instruction, and workshops for faculty on topics such as Open Educational Resources.

Faculty comment on how library instruction and consultations help students complete assignments and how their departmental liaisons keep them **updated and informed** about available resources. One faculty member wrote, “The library staff are rock stars in my opinion. Very **willing and able to help faculty as well as students!** Thank you!”

## Events / Programs



**109 surveys** created.

1,304 responses to the immediate surveys.

Types of events and programs evaluated include research and citation workshops, exhibit openings, and lunch & learn sessions.



## Applying Knowledge & Skills

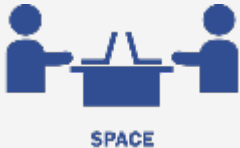


While the follow-up surveys are not as widely used as the immediate surveys, they provide more insight into whether users have changed their behavior or applied their knowledge as a result of their interactions with the library.



**93%**

of respondents used what they learned to do better in their classes.



**94%**

of respondents returned to use the space again.



**95%**

of respondents applied what they learned to other research tasks or goals.



The awareness outcome of the follow-up surveys highlights where

there may be room for actionable change. Though the question language differs slightly for each topic, overall only **51%** of respondents said they used *other* library resources or services. This suggests one interaction with the library is not necessarily translating to as much increased usage as we might like. Libraries should look at the responses to the open-ended questions for insights that may help them make improvements.

# + The Value of Academic Libraries

The comments users share in response to the open-ended questions attest to the value of academic libraries – and library workers – in supporting the mission and community at their colleges and universities.

It's a **safe place** to sit and **learn**.

My computer broke and all of a sudden I wasn't able to **complete assignments**. So I started using the library to get my homework finished. It was nice being able to **work late** at night and come back and they were still open.

I love the workers. The environment is very **welcoming** and makes you want to learn.

Love the feeling it promotes. It **motivates me** to continue studying and focus on my career.

I learned a lot of things that are available to me to **succeed** in classes.

[A research consultation] **helped me** to narrow and refine a search in a subject area that is unfamiliar to me. And as a **new faculty member** I received an overview of library services and possible research collaborators.

Everyone here at the Library is so **willing to help** and I **know 100% more** about the library than I knew before this session.



# Taking Action

Project Outcome helps academic libraries apply their results to...

## ◆ Advocacy

Outcome measurement data provides **evidence of library value that can be shared** within the library and with campus administrators. It helps libraries reinforce the importance of their work and create messages for library marketing.

## ◆ Assessment

A library staff member notes, “we have **revised current evaluation measures** in other areas to include outcome data.” While any form of assessment can help libraries gauge the strengths and weaknesses of their programs and services, measuring outcomes can help focus attention on what users learn and therefore the **effectiveness** of those programs. In addition, libraries report sharing their Project Outcome data with campus-level assessment and accreditation offices and including results in promotion and tenure packages as evidence of teaching practice.

## ◆ Partnerships

Libraries have gathered evidence related to **campus-wide initiatives**, including first-year experience programs and others geared towards improving student success.

## ◆ Program Improvements

Having good, consistent evidence can inform changes to library programs and services. Based on Project Outcome data, libraries have made improvements to teaching practices and strategies. As one instruction librarian shares, “I have **modified my classes, handouts, and online materials** based on what students reported they were still having problems with.” Another says they have “revised lesson plan[s] and **incorporated responses** from the measurement in **planning a new online curriculum**.”

## ◆ Resources

A consistent feature of the open-ended response data is that users ask for “**more**” of the types of resources the library offers. Having that evidence can help libraries **make specific funding requests** and prioritize changes. An assessment librarian says, “we expanded the number of study rooms in our library based on feedback received from the Project Outcome library space survey.”



# What's Next

## Improvements and Learning Opportunities

We are always looking for **ways to improve Project Outcome** and welcome input at every opportunity. We have gathered feedback in the form of evaluations after workshops and webinars and a user survey sent to all registered Project Outcome users at public and academic libraries in April 2020. ACRL staff also receive regular comments and queries from users that inform improvements to the toolkit.

Based on user suggestions, **new toolkit features** that we plan to implement over the coming year include:

- a qualitative data dashboard, where users can explore and visualize responses to open-ended survey questions;
- improvements to the survey management interface; and
- database and performance enhancements that will make the site run more smoothly.

The Editorial Board continues to welcome submissions of **new case studies** from users. Guidelines can be found in [the resources](#). If you have suggestions of other resources that would be helpful to users, please email us: [acrl@projectoutcome.org](mailto:acrl@projectoutcome.org).

Share additional anonymous feedback at any time using the [feedback form](#).



# New Learning Opportunities

Are you interested in measuring learning outcomes to drive change, make data-informed decisions, and demonstrate the impact of programs and services at your library?

ACRL offers unique learning opportunities to help you and your library implement outcome measurement using Project Outcome for Academic Libraries. These include:

- **Licensed workshops** that can be brought to any institution, organization, or event. During these interactive, half-day workshops, attendees learn how to use Project Outcome to successfully implement outcome measurement and take action with their results.
- **Introductory, one-hour webinars** for any single institution or organization seeking to engage library staff in using Project Outcome. The webinar provides an overview of the toolkit and an opportunity for attendees to ask questions about implementation at their library.

More information about the workshops and webinars, including costs and how to book one, can be [found here](#).

Questions? Contact us: [acrl@projectoutcome.org](mailto:acrl@projectoutcome.org)

We will continue to offer **FREE Project Outcome webinars** on a regular basis.

These are open to everyone and cover a range of topics related to learning outcomes and assessment.

Learn about upcoming webinars on the [events page](#) and view recordings of past webinars in [the resources](#).

# Acknowledgements

We would like to thank the ACRL Board of Directors for initially seeing the potential of Project Outcome to support our members and the association's strategic vision, and for their continued support of this project.

This work would not have been possible without the member leaders and volunteers who lent it their expertise, especially the dedicated members of the Project Outcome for Academic Libraries Task Force and Project Outcome for Academic Libraries Editorial Board: Eric Ackermann, Jennifer Arnold, Smity Avasthi, Steve Borrelli, Nicole Brown, Greg Davis, Amanda Folk, Tiffany Garrett, Julie Garrison, Sue Hunter, Kelly Jacobsma, Kimberley Miller, Mary O'Kelly, Lauren Pressley, Devin Savage, Diana Symons, and Terry Taylor.



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



## **Board of Directors and Budget & Finance Committee Discussion Form**

To: ACRL Board of Directors  
ACRL Budget & Finance Committee

Subject: FY21 Strategic Review & Impact of COVID-19

Submitted by: Kara Malenfant, ACRL Interim Executive Director  
Allison Payne, ACRL Program Manager for Strategic Initiatives

Date submitted: 6/9/2020

### **Background**

In April 2020, all ALA staff, including ACRL, reviewed FY21 budgets and updated their budgets based on the impact of COVID-19. The impact has been felt greatly across all of ALA, and the overall ALA deficit has gone from a pre-COVID FY21 budget of -\$1.2 million in April 2020 to a post-COVID FY21 budget of -\$4.5 million in May 2020. The three main revenue streams (publishing, membership, and professional development) have all decreased due to the pandemic. Preliminary analysis of membership includes a loss of more than 30% in dues revenues.

ACRL FY21 changes due to COVID-19 mirror ALA, and the ACRL FY21 budget has gone from a FY21 net of -\$94,380 in April 2020 to -\$690,887 in June 2020. The net presented to the Board and Budget & Finance Committee includes the updates that ACRL staff submitted to ALA in April. Please see Board Doc 10.2 or B&F Doc 11.0 for a full list of these changes.

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

	ALA			
	Pre-COVID	Post-COVID	% Change	\$ Change
<b>Revenues</b>	\$45,446,312	\$41,329,809	-9%	(\$4,116,503)
<b>Expenses</b>	\$46,617,403	\$45,858,529	-2%	(\$758,874)
<b>Net</b>	(\$1,171,091)	(\$4,528,720)	-287%	(\$3,357,629)

	ACRL			
	Pre-COVID	Post-COVID	% Change	\$ Change
<b>Revenues</b>	\$5,095,557	\$3,929,775	-23%	(\$1,165,782)
<b>Expenses</b>	\$5,189,937	\$4,620,662	-11%	(\$569,275)
<b>Net</b>	(\$94,380)	(\$690,887)	-632%	(\$596,507)

Thanks to the careful stewardship by the ACRL Board and Budget & Finance Committee, ACRL has a healthy net asset balance and has been drawing from its net asset balance since FY18 to invest in programs and services for ACRL members. The budgeted beginning reserve level for ACRL in FY21 is \$2,388,583, but this balance will be lower based on the expected decrease in revenue in FY20.

Both ALA and ACRL are planning for cost savings and looking for new sources of revenue. ALA would like to have a FY21 budget with a positive net of \$500K. During the ALA Budget Analysis & Review Committee's (BARC) May 22, 2020 virtual meeting, BARC reviewed the FY21 budget with a net of -\$4.5K, and it was proposed that the following be implemented to reach a \$500K positive net:

<b>ALA Post-COVID FY21 Net</b>	<b>(\$4,528,720)</b>
Additional furlough days	\$250,000
Paycheck Protection Program (PPP) funding	\$1,200,000
Economic Injury Disaster Loan (EIDL)	\$1,500,000*
Increase in line of credit	\$600,000
Endowment loan	\$1,500,000
<b>ALA Net</b>	<b>\$521,280</b>

\* In May 2020, ALA estimated that it would receive \$1.5 million in EIDL funding, but following the meeting, ALA found out it was only awarded \$150K in EIDL funding.

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

Through the NEH CARES: Cultural Organizations grant, ACRL is requesting \$300,000 for humanities activities over a 6.5-month period of June 15-Dec 31, 2020. Funding would primarily cover staff salaries and benefits, with other direct costs of consultant services and e-learning platform, and indirect costs. The notification date is June 15, 2020. As ACRL is still awaiting notification from NEH, the potential funds are not include in the draft FY21 budget.

Due to the recent spend down and the uncertainty of how the pandemic will continue to affect FY20 and FY21, staff is recommending that the ACRL Board and Budget & Finance Committee strategically review and discuss further potential cost savings included in Board Doc 20.1 or B&F Doc 24.1.

The effects of COVID-19 will continue to be seen beyond FY21, and the

### Questions for the Board and Budget & Finance Committee to Discuss

1. Should staff update the FY21 budget with cost savings proposed in Doc X.X? Are there specific cost savings that should or shouldn't be included in the FY21 budget?
2. Are there other recommendations you have to ensure the long-term financial sustainability of ACRL?
3. Are there cost savings that staff should include when developing the FY22 assumptions that will be presented to the Board and Budget & Finance Committee in fall 2020?

### Stakeholders

ACRL staff are responsible for managing their individual project budgets. Appropriate staff has reviewed proposed FY21 updates, and when needed, has checked with member stakeholders. For example, the ReSEC staff liaison spoke with ReSEC leaders who are involved with distributing ReSEC grants to understand the potential impact on members and academic librarians.

### 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.

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

☒ 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 forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

Strategic Area	Possible Cost Savings	FY21 Budget	Description
Research and Scholarly Environment	\$30,000	\$30,000	Scholarly communication research grants
Operations	\$30,000	\$30,000	Removed budgeted salaries and benefits for vacant positions.
Value of Academic Libraries	\$15,000	\$20,000	Liaisons Assembly Travel Grants
Professional Development	\$13,850	\$27,700	ACRL Conference Programs (including President's Program)
Member Engagement	\$10,400	\$10,400	Leadership Council Catering Midwinter 2021 & Annual 2021
Student Learning	\$10,300	\$10,870	Framework Sandbox: scale back enhancements
Operations	\$2,650	\$3,600	ARL, CNI, other HE meetings
Member Engagement	\$2,500	\$5,000	Chapter speaker visits
Professional Development	\$2,500	\$3,500	RBMS site visit
Value of Academic Libraries	\$2,000	\$2,000	Advocacy travel
Advocacy	\$2,000	\$4,000	NLLD travel for ED
Value of Academic Libraries	\$1,000	\$2,500	Goal-area budget for TBD initiatives
Student Learning	\$1,000	\$2,500	Goal-area budget for TBD initiatives
Research and Scholarly Environment	\$1,000	\$2,500	Goal-area budget for TBD initiatives
New Roles and Changing Landscapes	\$1,000	\$2,500	Goal-area budget for TBD initiatives
Total	\$125,200	\$157,070	

**This page included to accommodate double-sided printing.**

Date: Mon, Apr 27, 2020 at 12:01 PM  
Subject: [alacoun] Future of Forward Together  
To: ALA Council List <[alacoun@lists.ala.org](mailto:alacoun@lists.ala.org)>

*The following message is sent on behalf of American Library Association President Wanda Brown.*

Dear ALA Members,

I am pleased to announce the future of Forward Together and a call for volunteers to continue the work of the Steering Committee on Organizational Effectiveness. As I noted in my January 2020 American Libraries column, “as a member of the Steering Committee on Organizational Effectiveness (SCOE), I’ve been on the front lines of a once-in-a-generation opportunity to create a more vibrant and effective Association that supports libraries and library workers in a society and culture that was almost unimaginable when our current structure was developed. To help realign our Association with the world we live in today, we have collected recommendations called Forward Together”. As we move forward during this time of uncertainty and change for our association, the urgency for change and the hope that comes with change creates the foundation for the next 150 years of our association. Now is the time for change. Now is the time to ensure our association represents all of its members in strengthening libraries, in uplifting library workers, and in centering our core values in all of the work that we do.

To move our association forward, the Executive Board will present a process to ALA Council at its June meeting to continue the two years of work SCOE and ALA members have been engaged in around organizational excellence and ALA governance. The process for consideration by ALA Council and implementation by ALA members and staff falls into a multi-step process which ends in an all-member vote (outlined below). This process will be led by the Forward Together Working Group, an appointed working group who will also focus on testing and assessing components of Forward Together. The Forward Together Fiscal Analysis Working Group will also be a part of this process.

All ALA members are invited to apply to be appointed to these two new working groups. The volunteer application is available online through May 8, 2020, and appointments will be made in May. Volunteer at: <https://www.surveymonkey.com/r/WK65CDV>

Finally, as one of their final contributions as a group, SCOE will be blogging about Forward Together, their experiences in the association, and more, and invite ALA members who wish to contribute a blog to visit [forwardtogether.ala.org](http://forwardtogether.ala.org) to designate their interest.

It has been a pleasure working with SCOE and ALA members as we improve and strengthen our association for future generations. I look forward to continuing that work with all of you.

Attached: Moving ALA Forward Together Timeline

Sincerely,  
Wanda K. Brown  
ALA President

**This page included to accommodate double-sided printing.**

*Note: The following were included in the intro of the Survey Monkey application for the Forward Together Working Group and Forward Together Fiscal Analysis Working Group.*

### Forward Together Working Group Charge

The Forward Together Working Group will lead Forward Together through a multi-step process, involving Council and resulting in a member vote upon approval and acceptance by Council. This group will also test and assess Forward Together recommendations.

### Forward Together Fiscal Analysis Working Group Charge

The Forward Together Fiscal Analysis Working Group will conduct a comprehensive fiscal analysis of the amended Forward Together recommendations from December - January 2021. This report will be presented to ALA Council at the 2021 Midwinter meeting.

### Forward Together & Fiscal Analysis Composition

Forward Together Working group members from both groups will be appointed to include a variety of skills, perspectives, and experiences within the American Library Association. Forward Together Fiscal Analysis Working Group will be expected to possess a range of financial and budgeting experience. Members of both groups will not be “representatives” of any one group within the association and will bring their whole experience to their work on the committee. Committee members will have formal liaison duties to report out and gather feedback from ALA groups.

**This page included to accommodate double-sided printing.**

**ALA Financial Questions and Responses**  
**June 6, 2020**

During the Midwinter Meeting discussions, ALA Councilors and Members Leaders held several conversations regarding the financial status of ALA. This situation developed due to unplanned deficits in FY16 through FY19 in addition to the strategic investment planned deficits for FY19-FY21. The unplanned deficits fall primarily into two categories: underperformance by ALA's three primary revenue streams--publishing, conferences, and membership--and overspending in several areas, with the greatest overspending in IT. However, the current COVID19 health situation and cancellation of ALA events including 2020 Annual are further impacting the association finances. The result is a financial situation that is impacting all areas of ALA.

Following are specific questions asked by Councilors and Member Leaders during and following the Midwinter Meeting. The questions have been deduplicated and sorted by topics. The issues identified through the many questions strengthen the resolve of the Executive Board and ALA staff to focus on communication, transparency, and a commitment to examine operations, services, and revenue to strengthen the ALA support of libraries and the library community.

**Operating Agreement/Overhead**

**1. The Overhead Rate Formula**

Annually the Overhead Rate (also referred to as the Indirect Cost Rate) is assessed and determined for future budget planning. The following is a link to information on the Overhead Rate and we will review the Overhead Rate in more detail as we begin to examine the Operating Agreement later this year.

Indirect Cost Rate Factsheet

<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/financialdata/financialrpts/IndirectCostFactSheet14.pdf>

**2. Overhead Rate – what is the rate and how much do Divisions contribute?**

The overhead rate is 26.5% and ALA Publishing, ALA Conferences, Divisions, and Round Tables all pay an overhead rate. ALA Publishing and ALA Conferences pay at 100% of the indirect rate on publishing and conference revenues. Divisions pay at 100% on Division conference revenue, but at 50% of the rate for Division Publishing revenue (including digital CE). No overhead is assessed on membership dues – either in the ALA General Fund or in Divisions. Round Tables pay a flat 10% fee based on membership.

The Executive Board during the Midwinter Meeting approved the formation of a workgroup to analyze the operating agreement and overhead rate process. The Operating Agreement Workgroup will be appointed in June 2020 and their recommendations will be considered at ALA Midwinter and Annual 2021.

The overhead contribution is listed on the detailed Five-Year Chart. Divisions pay \$1.5-2 million annually for overhead.

<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/Finance/EBD%203.2%20BARC%203.2%205-Year%20Financial%20Plan%20FY20-24%20Fall%202019%20v1.pdf>

Here is an older chart for 2015 calculation that might be useful -

<http://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/governance/financialdata/financialrpts/OverheadCostPoolAC16Attachments%20A%20%26%20B.pdf>

In addition, the Final FY Approved Budget spreadsheet contains the overhead contributions for Publishing, Conferences, etc.

Here is FY2020 –

<http://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/governance/ExecutiveBoard/20192020Docs/ebd%203.4a%20BARC%203.4a%20FY%202020%20Final%20Budget%20Schedules%20Fall%202019.xlsx>

## **Sale of the Chicago Headquarters Building**

### **3. Why place the bulk of the HQ sale in endowment? And why place \$1 million in short term/cash? Concern regarding investment when there is a cash shortfall.**

The Executive Board agreed last year to proceed with the sale of the building if a substantial portion of the sale proceeds were put into the endowment. The Executive Board and Finance staff were looking long term to convert a depreciating building asset into a long-term asset that would generate payout revenues well into the future of ALA. It should also be noted that the decision was made prior to the revelation of the IT overspend.

Short term investment is still “liquid.” It will generate very modest income. Management tested the probable return on the \$5M investment in discussion with the Trustees and with investment advisers. Data indicated that we would be better off investing the full \$5M in the Endowment and using a commercial loan at current low rates for some move-related expenses.

### **4. ALA HQ is prime real estate so was the price too low?**

Real estate sales - both home sales and commercial real estate sales – are based on current market conditions, on the condition of the real estate asset being sold and, in the case of commercial real estate in particular, likely future market conditions in which the purchaser must operate. ALA looked at various stay or lease options and necessary building maintenance and decided to proceed with the sale. The HQ building required significant maintenance including HVAC, roof, elevator, and window replacements in addition to asbestos, lack of accessibility, and outdated office layouts.

### **5. What is the loan interest vs endowment payout?**

2.75% vs 4% -- a conservative earnings projection by ALA staff/endowment trustees (but annual payout is typically 5%).

### **6. Are we drawing on a line of credit to pay for operating/liquidity? What is that financial impact?**

Yes. ALA regularly uses its line of credit and also replenishes that line of credit through regular repayments. ALA is considered a good borrower, which is a significant asset. ALA negotiates an interest rate working closely with its bank. Currently, interest rates are quite low and until the current COVID19 situation, the short- and long-term investment interest was high.

**7. Is this a typical cash crunch for ALA?**

While cash flows – and ebbs – throughout the year, creating “cash crunches” throughout the budget year, the current situation is more significant. A combination of flat revenue streams that fell faster and further than anticipated, combined with programmatic and infrastructure investments intended to move ALA forward, and unplanned deficits created a larger than anticipated cash drop.

**Divisions and Round Tables**

**8. Divisions/Round Tables - can they spend? Why did ALA take the money?**

The Division and Round Table fund balances exist and will continue to exist in the accounting records. The challenge will be funding the balances as liquidity has become a real concern for the Association. We have options for Divisions and Round Tables net balances but need to strategically execute a plan with advance notice of significant cash requirements. Working together we will be able to meet the needs of the Divisions and Round Tables, weighing the cost of borrowing additional funds versus the opportunity cost of foregoing short-term investment earnings.

**9. Should we conduct an internal investigation?**

The Executive Board is establishing rigorous accountability measures (see improved processes below). We will assess these accountability measures and determine if there is a need for an internal investigation.

**Information Technology Costs**

**10. Why did IT overspend? What are we doing about it now? May we have a detailed report on the IT overspend?**

Information Technology has both an operating and a capital budget. In FY16 and FY17, IT underspent its capital budget, in large measure related to lack of sufficient capacity. Funds not spent are not rolled forward to the following year.

As capacity was increased, IT overspent its capital budget in FY18 and FY19 by a total of approximately \$2 million. This has both an immediate cash impact and a longer term operating budget impact through depreciation.

The overspend largely related to contract expenses for stabilizing the eCommerce systems, developed through a private developer using Drupal eCommerce. Online sales are critical for revenue thus it was essential to fix problems but cost reductions in other areas should have been instituted to balance the budget.

While ALA has significant go-forward concerns with the current developer and is preparing an RFP to look at options moving forward, the current systems must be able to continue serving all ALA units and its members while changes are made, as millions of dollars of revenue for dues, donations, product sales such as books, graphics, subscriptions, and eLearning sales have been taken in through these systems.

Most urgently, we need to bring the current year budget back into line. Approximately \$300,000 has been cut from the IT budget for the current fiscal year. The IT schedule has been

substantially revised, spreading out the investments and projects across the next two fiscal years. IT also rebid some services, which resulted in savings.

IT has developed its own tracking on capital budgets. ALA Finance is reviewing how IT reports on capital spend and on improving reporting to Management on capital spend.

## **Operating Costs**

### **11. Strategic Investment Plan – when the decision was made to invest \$8.2 million in IT infrastructure, development, and advocacy, where was the money to pay for this investment? Was the endowment to be used or was it to be a planned deficit? Was a cash flow projection done to assess if it was sufficient to absorb the loss?**

At the October 2017 (FY18) Executive Board meeting, in response to needing to change our business models for long term sustainability, ALA staff presented recommendations and the Executive Board approved investing in information technology, advocacy, and development utilizing short-term investments/cash balances for planned deficit. Projections predicted that the revenue pattern would remain flat in the short term and then begin slow growth. During the spring 2020 meetings, the Finance and Audit Subcommittee and the Executive Board directed the Finance Office create and track a separate capital expenditure budget and provide regular reports.

### **12. What is the staff impact? We don't want to burn out ALA staff.**

This is a difficult time for ALA staff – as it is for ALA members – but we are working on the cash flow stemming from this issue, at the same time we are dealing with the side effects of COVID-19, including the cancellation of the 2020 ALA Annual Conference. Like libraries and library workers, the next few years will be difficult financially so ALA staff, Executive Director, Executive Board, and member leaders are looking closely at operations, services, finances, and other areas to focus on association goals. Our values remain constant and our purpose strong. Thank you for showing your appreciation to ALA staff and contributing your ideas and energies to our joint work.

### **13. Should RFPs be shared with Council or some members before being sent?**

Most RFPs include member requirements and input. RFPs are based on those requirements and reviewed by staff and legal counsel. In addition, the Executive Director is outlining a new process for contract approval that will include contract review by the Board for contracts at a certain threshold. This additional review will increase Executive Director and Executive Board Oversight.

### **14. Please provide specific costs such as SCOE, Council, Conference AV, other initiatives.**

Conference and meeting costs vary per city and meeting venue (hotel versus convention center) but the following provides average costs and some specific costs.

- Council Meetings - \$719,000
- Executive Board FY19 - \$373,959
- SCOE - \$48,750
- Tecker Governance Consultant - \$199,907.38
- Conference AV (total for conference) – 2019 MW, \$812,254 and 2019 Annual, \$532,702

**15. What should divisions and units plan for FY21?**

Divisions and Round Tables are developing their FY21 budgets and the Finance Office is working closely on short- and long-term financial plans. If a Division or Round Table is anticipating unusual expenses or investments, they are encouraged to work closely with the Finance Office and Executive Director in their planning to determine short term cash needs.

As has been the longstanding practice, expenses are paid as incurred across the Association -- regardless of which part of the Association incurred the expense.

General ALA operations funded by the General Fund, such as the Washington Office, HR, IT, and Communications are reducing their FY21 budget by approximately 5-10%. ALA staff is committed to fiscal management via our emphasis on organizational excellence in FY21.

**16. Explain the “one checkbook” analogy.**

ALA is one, single legal entity with centralized budget and accounting functions in a similar fashion as most universities, government agencies, and not-for-profit associations. ALA offices, units, Divisions, and Round Tables are responsible for managing their portion of revenue and expenditures. Centralized budget operations allow for paying expenses across the Association as they are recognized, but create a ripple effect when anticipated revenues are not realized or when unexpected expenses occur. We are committed to doing a better job of forecasting revenues and adjusting expenses on a by-unit basis throughout the fiscal year when revenues and costs do not match expectations. We are also directing the Executive Director and Interim CFO to increase financial communication with Division Directors, Roundtable Staff, and member leaders for clarity regarding financial operations and regular financial updates.

**Long Term Investments/Endowment/Donor Funds****17. Please provide an outline of our endowment/investments including restricted versus unrestricted.**

Donor intentions are strictly followed according to donor agreements and fund purpose. Donors typically direct their donations to a specific scholarship, award, endowment, or initiative. Less than 5% of ALA endowments and funds are designated as unrestricted or general use funds.

**18. Are Division endowments their own or are they rolled into ALA’s endowment and reported together?**

There is an overall single, long term investment fund. However, within the accounting structure, funds are segmented for various Divisions, Round Tables, or units of the Association and specific purposes so designated by the donor or fund purpose. Divisions, Round Tables, and units are responsible for following donor agreements and manage their respective accounts.

**19. Are we respecting the direction of our donors?**

Yes. Donor directions are tracked and ALA spends donated funds within the constraints defined by the donor. ALA takes great care to act in accordance with donor intent.

**20. When someone donates, does that go toward the donor fund or is ALA using it for operating purposes?**

ALA observes donor directions. Some donors do provide donations to support general operations or initiatives.

**21. Is ALA using the long-term investment to pay for operations?**

In general no. The endowment does generate some operating revenues that support the Association's operations, programs, and services. Endowment payouts are directed toward the intended purpose of the fund. The Endowment Trustees oversee the management of the endowment and the annual payout. They base the contribution of the Endowment to funds on a 5-year rolling average of endowment gain – generally 4-5% per year. This applies to all parts of the Endowment – e.g. each Division or Round Table with funds in the Endowment, the ALA General Fund, scholarship funds such as Spectrum.

**Divisions and Round Tables****22. What are the net assets of the Divisions?**

The year end balances are reported in annual financial reports such as Midwinter EBD#3.14 and are provided in the attached appendices.

[The Operating Agreement <A.4.3.4.1>](#) allows the Divisions to roll-over net revenues over expenses for use in future years; those “net assets” are tracked within the ALA accounting system. While the General Fund, overall, can roll over any net assets, individual units within the General Fund cannot – so Publishing or Conference Services cannot roll over net assets from one year to invest in future product enhancements. In that case, all net assets go to the General Fund overall, and individual product/service investments are considered in the overall context.

**23. Does ALA have any written rules or guidelines related to Division and Round Table balances?**

Yes, the Operating Agreement does provide guidance on Division finances. The text from the [The Operating Agreement <A.4.3.4.1>](#) is here: *Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.*

Round Tables lack an operating agreement thus they only need to maintain a positive net balance. The forthcoming Operating Agreement Workgroup will include consideration of a Round Table operating agreement.

**24. Divisions are being asked to be fiscally responsible but their balances are being pulled for ALA General Fund. Please explain.**

As a single legal entity, ALA operates a consolidated budget with multiple accounts. The strategic investment budget funded by the general fund benefits all ALA Divisions and Round Tables. Net balances have not been pulled but Divisions and Round Tables are encouraged to work with the Finance Office before large expenditures are made.

The Executive Board, Finance and Audit Subcommittee, and BARC have encouraged the Finance Office to work closer with Division Directors and staff to be more transparent regarding budget planning, cash flows, and forecasting. The Finance Office is responding to member concerns raised during the Midwinter Meeting and is more proactive in its communication.

**25. What impact might the financial situation have on the CORE proposal?**

In spring 2020, Members voted in favor of CORE. The three divisions will combine their funds, net assets, and expenses. As with any Division, CORE will work with the ALA Finance Office on budget planning.

**26. What are we going to do for the next five years? How do we get back on track? How do we build up the short term/cash?**

The short-term response is focused on expense cuts in the General Fund. ALA's businesses are focusing on improving the year-over-year revenue gains in significantly changed business environments. Mid-term strategies need to focus on new business development - which necessarily involves some risk - and on growth in membership and Development. We also need to have consistent mechanisms (both staff and members) to separate "nice to" from "must." The long-term involves organizational simplification and streamlining -- including rethinking ALA's membership model and organization model (both internal and external).

**ONGOING PROCESSES****27. Should we create a financial task force for the purpose of reining in ALA's finances?**

ALA has a series of financial offices and committees including Council's Budget Analysis Review Committee (BARC), Planning and Budget Assembly (PBA), Executive Board's Finance and Audit Committee, Executive Board, Division boards and finance committees, Round Table leadership, various unit advisory committees, and ALA offices. We need these entities to work together, to question forecasts, challenge the status quo, and communicate more effectively with each other and members.

**28. How can members provide input? How can members be engaged in the financial processes and decisions?**

We appreciate member input and member expertise on financial matters makes us a stronger organization. Members have access to [financial data, reports, and financial learning resources](#). Members and Councilors are encouraged to provide ideas and send questions to BARC and the ALA Treasurer.

**29. How can we improve financial communication? Monthly updates?**

There is a lot of data and many reports available to members on ALA Connect and the ALA website. Financial updates are provided on a [quarterly basis](#). While there is significant data and many reports available to members, it is perhaps too much information that requires more context. The Executive Board will strive to provide more context, highlight critical concerns, and note trends and forecasting. The Executive Board will work on increasing financial communication and consolidating reports for better clarity.

**30. The current confusion and unhappiness among members stems from not knowing information and a lack of transparency.**

We want to improve internal communication – we hear your frustration that some Councilors, division directors, and staff feel out of the loop and that reports don't always provide a full overview of our financial situation. Additionally, Council clearly signaled that it wants to be more engaged and informed regarding financial data, which the Executive Board applauds.

The Executive Board will be involved in the move towards greater transparency and will work this year on reviewing timely questions and concerns such as the indirect cost rate, changes in financial reporting, more direct dialogue with divisions, and other strategies to improve an

awareness and understanding of financial matters. After information gathering and analysis we will work with the ALA Executive Director and report out the development of short-term financial strategies.

In addition, the Executive Board will be working with ALA's leadership team to reinforce accountability measures including soliciting additional ALA Council questions, clarifying processes, and sharing reports.

## **Data and Background Documents**

During the Midwinter meetings, Councilors and Member leaders requested a number of reports which are publicly available on ALA websites. The requested reports are below. We will focus in the coming months to provide context and highlight important aspects of the financial reports.

Most financial reports are located on these public websites in addition to ALA Council documents:

<http://www.ala.org/aboutala/governance/financialdata/financialrpts/financialrpts>  
<http://www.ala.org/aboutala/treasurerspage>

### **5 year Financial Plan – Past and Future summaries**

<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/Finance/EBD%203.2%20BARC%203.2%205-Year%20Financial%20Plan%20FY20-24%20Fall%202019%20v1.pdf>

In addition, this 10 year summary provides an excellent overview of trends and various aspects of the finances. ALA Ten Year Financial Results (FY2009 – FY 2018):

[http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/ExecutiveBoard/20182019Docs/INFO4\\_1ALA%20TenYearFinancialResults%20Spring2019%20v2%20%281%29.pdf](http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/ExecutiveBoard/20182019Docs/INFO4_1ALA%20TenYearFinancialResults%20Spring2019%20v2%20%281%29.pdf)

### **5 year Financial Plan Assumptions**

<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/Finance/EBD%203.2a%20BARC%203.2a%20Five-Year%20Investment%20Plan%20BGrowth%20Assumptions%20Fall%202019%20v1.pdf>

### **5 years of past financial reports**

Reports are provided within the Executive Board Document Inventories. Budget reports are Series 3. For the most recent – please see the Fall 2019 Executive Board Documents specifically EBD#3.4a:

<http://www.ala.org/aboutala/executive-board-document-inventory-2019-2020>

### **Division balances**

A summary of General Fund, Divisions, Round Tables, etc. are provided in every ALA Treasurer's Report in addition to the detailed financial report. These reports are provided to Council and archived on the Council document list. For Midwinter 2019, the Treasurer's Report is available here:

<https://connect.ala.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=7c13b353-7e85-0c28-506d-868e6a20e8e6&forceDialog=0>

**F&A Audits**

Working draft reports are provided on the Executive Board Documents website and when the final Consolidated Audit report is available, it is posted here:

[http://www.ala.org/aboutala/governance/officers/eb\\_documents](http://www.ala.org/aboutala/governance/officers/eb_documents)

**What is our liquidity? What are our cash/short term assets?**

The best place to analyze liquidity is the Controller's Report, the most recent is EBD#3.5:

<http://www.ala.org/aboutala/executive-board-document-inventory-2019-2020>

**Strategic Investment Plan – details**

EBD #14.9 – Planning for FY19 and Beyond (see pages 6-7):

[http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/ebd14\\_9\\_financial\\_planning.pdf](http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/ebd14_9_financial_planning.pdf)

BARC report to Council and PBA Annual Conference 2019 with Strategic Investment Graphics (see slides 7-11):

<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/financialdata/financialrpts/BARCReporCouncilAC19%20Final.pdf>

**Appendices**

ALA Division Net Asset Balances

ALA Round Table Net Asset Balances

*Document Editor, Maggie Farrell, ALA Treasurer*

**This page included to accommodate double-sided printing.**

<b>Division Fund Balances</b> <b>FY 2010 - 2019</b>
--

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019*</b>
<b>PLA</b>	\$ 1,189,838	\$ 1,049,517	\$ 2,129,047	\$ 1,769,725	\$ 3,062,240	\$ 2,421,680	\$ 3,464,601	\$ 3,053,877	\$ 3,866,422	\$ 3,493,338
<b>ACRL/Choice</b>	\$ 6,946,163	\$ 7,501,530	\$ 7,260,183	\$ 7,697,094	\$ 7,342,204	\$ 7,886,557	\$ 7,037,437	\$ 7,221,234	\$ 6,356,547	\$ 5,883,804
<b>AASL</b>	\$ 1,640,131	\$ 1,089,409	\$ 1,256,264	\$ 872,727	\$ 1,033,064	\$ 698,683	\$ 757,639	\$ 163,043	\$ 285,748	\$ 17,114
<b>ASGCLA**</b>	\$ 61,939	\$ 37,960	\$ 74,197	\$ 96,576	\$ 98,865	\$ 114,400	\$ 136,488	\$ 130,535	\$ 159,469	\$ 132,964
<b>ALCTS</b>	\$ 207,149	\$ 346,710	\$ 339,620	\$ 320,754	\$ 274,722	\$ 222,713	\$ 219,863	\$ 302,798	\$ 379,161	\$ 447,351
<b>LLAMA***</b>	\$ 173,591	\$ 175,350	\$ 174,276	\$ 179,051	\$ 195,821	\$ 199,964	\$ 195,477	\$ 204,430	\$ 216,390	\$ 202,885
<b>RUSA</b>	\$ 560,708	\$ 600,413	\$ 589,835	\$ 595,169	\$ 530,259	\$ 464,821	\$ 382,111	\$ 289,192	\$ 188,904	\$ 136,489
<b>UFL</b>	\$ (75,348)	\$ (135,773)	\$ (172,032)	\$ (171,833)	\$ (176,838)	\$ (174,291)	\$ (193,177)	\$ (190,989)	\$ (181,240)	\$ (194,722)
<b>LITA</b>	\$ 455,389	\$ 441,307	\$ 433,409	\$ 432,541	\$ 456,871	\$ 389,630	\$ 407,081	\$ 398,590	\$ 371,828	\$ 307,075
<b>ALSC</b>	\$ 1,200,521	\$ 1,358,439	\$ 1,538,653	\$ 1,763,645	\$ 2,131,987	\$ 2,294,974	\$ 2,461,927	\$ 2,592,077	\$ 3,075,500	\$ 3,280,803
<b>YALSA</b>	\$ 369,330	\$ 296,505	\$ 179,343	\$ 178,124	\$ 168,989	\$ 270,305	\$ 233,831	\$ 116,145	\$ 133,063	\$ 101,816
<b>Total</b>	\$ 12,729,411	\$ 12,761,367	\$ 13,802,795	\$ 13,733,573	\$ 15,118,184	\$ 14,789,436	\$ 15,103,278	\$ 14,280,932	\$ 14,851,792	\$ 13,808,917

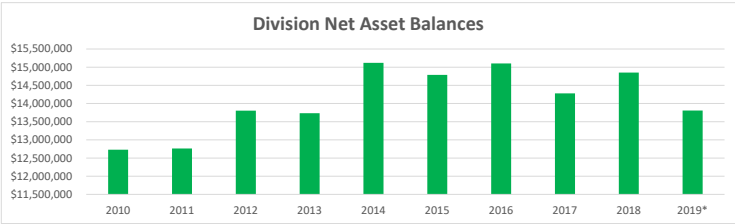
Source - Audited Financial Statements: 2010 - 2018

\*Source - Internal Prophix Financial Reporting System

\*\*Name change in FY18 from ASCLA to ASGCLA

\*\*\*Name change in FY13 from LAMA to LLAMA

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019*</u>
Total \$	12,729,411	\$ 12,761,367	\$ 13,802,795	\$ 13,733,573	\$ 15,118,184	\$ 14,789,436	\$ 15,103,278	\$ 14,280,932	\$ 14,851,792	\$ 13,808,917



**ACRL AC20 Doc 24.0**  
*(Also ACRL AC20 B&F Doc 17.0)*

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



## **Board of Directors Action Form**

To: ACRL Board of Directors  
ACRL Budget & Finance Committee

Subject: ACRL Advancement Fund Disbursement

Submitted by: Carolyn Henderson Allen, ACRL Budget & Finance Committee Chair  
Mary Jane Petrowski, ACRL Associate Director

Date submitted: June 9, 2020

### **Background**

The ACRL Advancement Fund has a balance of more \$25,000 after FY20 disbursements approved by the ACRL Board of Directors at its January 28, 2019 including \$7,000 to fund an additional ALA Spectrum Scholarship sponsorship and \$13,000 to support additional free training opportunities for Project Outcome for Academic Libraries.

ACRL and PLA have undertaken a joint project to rebuild our respective library benchmarking products (ACRL Metrics and PLA Metrics) to improve ease of use, provide better data visualization, subscription fulfillment and retention, more flexible survey administration, and portability. The joint project is estimated to cost no more than \$175,000 and we anticipate being able to depreciate the cost over five years. We have included the depreciation in the FY21 budget. Work on the rebuild will begin in June/July and we anticipate ACRL's share of the initial work to be approximately \$25,000 (which represents an unbudgeted FY20 expense). An update on the final cost of the project will be provided at the time of the Board meeting.

The ACRL Advancement Fund broadly supports the activities of ACRL with a focus on initiatives and programs that advance the priorities, goals, and core commitment of the division. This includes programs and initiatives that strengthen ACRL's influence in higher education and research and dedication to creating diverse and inclusive communities in the Association and in academic and research libraries.

The ACRL survey is the largest national survey of its kind, offering the best understanding of the impact that academic libraries have through their staffing, teaching, collections, and beyond. The requested disbursement represents an investment that will help libraries across the country (and internationally)

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

● Page 1

make better use of the ACRL survey data for benchmarking, understanding trends, advocating for better resources, assessment, and conducting deeper research.

## **Stakeholders**

Interviews with current subscribers during the spring confirmed the need to upgrade the user experience and provide enhanced access to benchmarking data for the profession.

## **Fiscal and Staffing Impact**

Once the rebuild is complete, ACRL and PLA anticipate lower annual operating costs, significant subscriber satisfaction and revenue, as well as the ability to integrate access to benchmarking data with Project Outcome (which many Project Outcome users have requested). Time that staff are currently spending on fulfillment issues is expected to decline significantly. ACRL staff will continue to work with the ACRL Academic Library Trends and Statistics Survey Editorial Board on refinements to the survey instrument, trends questions, and questions from survey respondents.

## **Draft Action (B&F Committee)**

That the ACRL Budget and Finance Committee recommend to the ACRL Board of Directors a disbursement of \$25,000 from the ACRL Friends Advancement Fund in FY21 to support the initial states of the ACRL academic library benchmarking product.

## **Draft Action (Board)**

That the ACRL Board of Directors approves the Budget & Finance Committees recommendation for a disbursement of \$25,000 from the ACRL Friends Advancement Fund in FY21 to support the initial states of the ACRL academic library benchmarking product.

## **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.

*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](mailto:apayne@ala.org) and the remainder in hard copy.*

**ACRL AC20 Doc 24.0**  
*(Also ACRL AC20 B&F Doc 17.0)*

☐ Enabling Programs and Services

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

**This page included to accommodate double-sided printing.**

DRAFT

**Scope for ACRL Virtual Leadership Council**

**Participants:** ACRL Board of Directors, current and incoming chairs and vice chairs of ACRL's 20 division committees and 15 sections, Budget & Finance Committee, Representatives Assembly, Liaisons Assembly, Chapters Council chairs, and current and incoming conveners of ACRL's 18 interest groups and 21 discussion groups

**Title:** Stand together, Move forward

**Topic:** Understanding the practice and implementation of anti-racist work in our profession, and to arrive at specific, measurable and purposeful everyday actions.

**Goal:** ACRL leaders will move beyond theory to practice by developing responsible and inclusive anti-racist action steps that benefit the entire community. "Being antiracist results from a conscious decision to make frequent, consistent, equitable choices daily." (Source: National Museum of African American History and Culture <https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>)

Attendees will apply tools for facilitating difficult conversations and lead discussions on their own after Leadership Council I. Leaders will return for Leadership Council II where together they will develop action plans for EDI integration into their work for ACRL. We expect this to be supportive, active, and engaged learning and will include a fair amount of self-reflection for all attendees.

**Desired Outcome:** By focusing Leadership Council in this way, ACRL leaders will drive, influence and model anti-racist practices for the association, their home institutions, and the wider profession of librarianship.

**Format/timing:**

- Late June-Mid July: 90 minute intro session
- Late July-early Sept: Individual work leading small group discussions with ACRL unit and/or home institution
- Mid-Late Sept: return for a 90 minute reflection and sharing session

**This page included to accommodate double-sided printing.**

## ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
<b>Academic Librarians Standards and Guidelines Review Task Force</b>	<p><b>Charge:</b> The Task Force, following the procedures for the review of standards found in the ACRL Guide to Policies and Procedures, <a href="#">Chapter 14</a>, and pertaining to the six documents from the charge of the original Task Force, is established to:</p> <ol style="list-style-type: none"> <li>1. Review the work and recommendations of the previous Task Force</li> <li>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</li> <li>3. Produce a draft document incorporating these changes</li> <li>4. Seek wide ranging comments and input from stakeholder communities and the general ACRL membership</li> </ol>	<p><b>Chair:</b> Julia M. Gelfand</p> <p><b>Board liaison:</b> Faye A. Chadwell</p> <p><b>Staff liaison:</b> David Free</p>	<p><b>No later than Midwinter 2020:</b> 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.</p> <p><b>Annual 2019:</b> Second interim report due.</p> <p><b>Spring 2019:</b> First interim report due.</p>	<p><b>June 2020:</b> Work has continued to stall due to COVID-19 etc.</p> <p><b>Spring 2020:</b> The task force met around Midwinter, but work has stalled due to COVID-19.</p> <p><b>Midwinter 2020:</b> The Task Force has a draft document ready for circulation prior to MW20 and will be collecting feedback with the aim of submitting the final document to the Standards Committee in the spring.</p> <p><b>Fall 2019:</b> Task Force is on track to submit its final document at MW20.</p> <p><b>Annual 2019:</b> 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</p>

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.			<p>an open forum on the revision at ALA Annual to collect additional feedback.</p> <p><b>Spring 2019:</b> 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.</p> <p><b>Midwinter 2019:</b> appointment extensions sent and accepted.</p> <p><b>Midwinter 2019:</b> task force extended through June 30, 2020.</p> <p><b>Fall 2018/December 2018:</b> Appointments completed.</p> <p><b>July/August 2018:</b> Call for Volunteers posted early July and appointments in August.</p> <p><b>Annual 2018:</b> The Board established the task force.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
<b>ACRL/ALA/ARL IPEDS Task Force</b>	<b>Charge:</b> 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.	<b>Co-chairs:</b> Robert Dugan & TBD by ARL  <b>Board Liaison:</b> n/a  <b>Staff Liaison:</b> Mary Jane Petrowski	<b>AC 2022:</b> Final report due.  <b>AC 2021:</b> Interim report due.  <b>October 2019:</b> Board approved Task Force extension and new charge/timeline.  <b>Fall 2017</b> Initial Task Force established	<b>April 22, 2020:</b> Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting the Task Force has developed a new FAQ response for how to count vacant short-term or temporary positions. The group is now working to developed new questions and definitions for shared collections to be completed by November 30, 2020.  <b>March 10, 2020:</b> Task Force met and reviewed the time line, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.  <b>November 2019:</b> Appointments completed.  <b>Fall 2019:</b> Appointments underway.  <b>Annual 2019:</b> final report submitted to Board.  <b>April 2019:</b> 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.  <b>December 2018:</b> Task Force shared draft of 2020 Academic Library

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Component with interested stakeholders for feedback by end of the year.</p> <p><b>Fall Board Meeting 2018:</b> interim report submitted.</p> <p><b>Fall 2018:</b> One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends &amp; Statistics Survey Editorial Board.</p> <p><b>Summer 2018:</b> 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 Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these</p>

## ACRL AC20 FYI-1

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p><b>Spring 2017:</b> 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.</p> <p><b>Fall 2017:</b> At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
<b>ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension</b>	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.	<b>Chair:</b> Jason Kovari  <b>Board liaison:</b> Cinthya Ippoliti  <b>Staff liaison:</b> Megan Griffin, David Free	<b>Midwinter 2021:</b> final report due  <b>Spring 2020</b> <del><b>Midwinter 2020:</b></del> interim report due - completed	<b>Spring Board Virtual Meeting 2020:</b> Interim report submitted.  <b>February 2019:</b> appointments completed.  <b>Winter 2019:</b> appointments underway by RBMS.  <b>Fall Meeting 2018:</b> Board approved task force.

<b>Diversity Alliance Task Force</b>	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p><b>Chair:</b> Jon E. Cawthorne</p> <p><b>Board liaison:</b></p> <p>April Cunningham</p> <p><b>Staff liaison:</b> Kara Malenfant, Allison Payne</p>	<p><b>Summer 2020:</b> Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p><b>Spring 2020:</b> Board action for recommendations on next steps.</p> <p><b>Annual 2016:</b> Task Force established. Extended through AC 2020</p>	<p><b>June 2020:</b> A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p><b>Spring Board 2020:</b> The Board charged a new task force to carry out the current task force's recommendations.</p> <p><b>Midwinter 2020:</b> Board received an update from the task force chair.</p> <p><b>Annual 2019:</b> meetup held AC19.</p> <p><b>ACRL 2019 Conference:</b> Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking Charge of Your Narrative" preconference.</p> <p><b>Midwinter 2019</b> Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p><b>Fall 2018</b> TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other</p>
--------------------------------------	---	---	--	---

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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.</p> <p><b>June 2018</b> 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 supported the proposed charge.</p> <p><b>May 2018</b> ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p><b>January-February 2018</b> 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</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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.</p> <p><b>July–September 2017:</b> 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 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.</p> <p><b>May–June 2017:</b> Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p><b>February–April 2017:</b> Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>attendees. Determining needs of Diversity Alliance members.</p> <p><b>December 2016/January 2017:</b> Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p><b>Fall 2016:</b> appointments completed by Irene Herold.</p> <p><b>Annual Conference 2016:</b> task force approved by Board.</p>
<b>Impactful Scholarship and Metrics Task Force</b>	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	<p><b>Chair:</b> Rachel Borchardt</p> <p><b>Board liaison:</b> Cinthya Ippoliti</p> <p><b>Staff Liaison:</b> Erin Nevius</p>	<p><b>Date final draft is submitted to ACRL Standards Committee:</b> ALA Annual Conference 2020</p> <p><b>Date draft framework is circulated for public feedback:</b> ALA Midwinter 2019</p>	<p><b>Mar. 2020:</b> Final draft of the framework submitted to ACRL Standards Committee.</p> <p><b>Nov. 2019:</b> Chair and three members of the Task Force presented on the second draft of their framework at the Charleston Library Conference, requesting feedback.</p> <p><b>Oct. 2019:</b> Chair and three members of the Task Force delivered an ACRL online learning forum on the second draft of their framework, requesting feedback.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
	Preparation of New Standards, Guidelines, and Frameworks.		<b>Date interim report is due:</b> ALA Annual Conference 2018 but report will be provided for Fall Board/Exec. 2018	<p><b>June 2019:</b> Feedback on draft framework closed COB June 3; Task Force is revising.</p> <p><b>Apr. 2019:</b> The Task Force presented a panel at the ACRL Conference to discuss the draft framework.</p> <p><b>Mar. 2019:</b> 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 <i>C&amp;RL News</i>.</p> <p><b>Fall Board Meeting 2018:</b> Interim report submitted.</p> <p><b>Oct.-Nov. 2018:</b> 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</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>and relative weightedness of outputs, and/or impact metrics.</p> <p><b>Sept.-Oct. 2018:</b> 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.</p> <p><b>Aug. 2018:</b> Panel proposal to the ACRL 2019 conference accepted for introduction, discussion, and feedback on the Framework.</p> <p><b>March-May 2018:</b> The Task Force has met monthly and broken the work into three sub teams: 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.</p> <p><b>March 2018:</b> The Task Force held their first virtual meeting on March 22<sup>nd</sup>. 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</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>appointment to the Task Force in the works.</p> <p><b>January 2018:</b> Appointment offers sent to potential Task Force members.</p> <p><b>2017 Fall Board Meeting:</b> Task Force established.</p>
<b>National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force</b>	To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.	<p><b>Chair:</b> TBD</p> <p><b>Board liaison:</b> TBD</p> <p><b>Staff liaison:</b> Mary Jane Petrowski</p>	<p><b>Date interim report is due:</b> 2020 Fall Board Meeting</p> <p><b>Date final report is due:</b> 2021 Fall Board Meeting</p>	<p><b>Spring 2020:</b> The Task Force has been appointed with four members and a chair.</p> <p><b>Spring Board 2020:</b> The Board approved the task force.</p>

**This page included to accommodate double-sided printing.**

## Board Working Group Status Chart

Title	Task(s)	Members	Status
<b>EDI Communications Working Group</b>	<p>Consider ways to convey EDI Core Commitment to Board candidates.</p> <p>Coordinate with VAL on their social justice <i>ACRL Insider</i> posts.</p> <p>Review EDI initiatives brainstormed during SPOS 2019.</p>	Karen (convener), Jon, April, Carolyn	<p><b>June 2020:</b> On June 2, 2020, the Board published a <a href="#">statement</a> to support ALA, BCALA, and APALA Statements Condemning Violence and Racism.</p> <p><b>Midwinter 2020:</b> The Board will receive an update on the tasks outlined during the Fall 2019 meeting.</p> <p><b>Fall 2019:</b> Board received an update at the Fall Board Virtual Meeting. The Board made recommendations for next steps, which are included in the tasks' column.</p>
<b>Finance Communications Working Group</b>	Draft letter to ALA Executive Board expressing concern about ALA finances. Collaborate with PLA.	Members: Carolyn Henderson Allen, Jon Cawthorne, Erika Dowell, Brian Rennick, and Kristen Grace Totleben.	<b>June 2020:</b> The Board and B&F is reviewing potential communication to the ALA Executive Board.

**This page included to accommodate double-sided printing.**



**ALA Virtual - Community Through Connection 2020**  
**ACRL Division-level Committee Agendas**

Committees
Membership Committee
Section Membership Committee
New Roles and Changing Landscapes Committee
<i>Academic Library Trends and Statistics Survey</i> Editorial Board
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
CHOICE Editorial Board
New Publications Advisory Board
Project Outcome for Academic Libraries Editorial Board
Publications in Librarianship Editorial Board
<i>Resources for College Libraries</i> Editorial Board
Value of Academic Libraries Committee

**Membership Committee**

Please see below the proposed agenda for our June meeting. Please email me with any corrections or additions by June 15th.

**ACRL Membership Committee June 2020 Meeting**

Date/Time: June 30th, 4 PM - 5 PM EST

Location: Zoom Meeting,

<https://LenoirRhyne.zoom.us/j/97937718945?pwd=RWJHZEdudUI5WVJPZIVNUUR3S3lkdz09>

Dawn Behrend, Chair

Dominique Turnbow, Vice-Chair

1. Request someone to take minutes (Dawn)
2. Input on annual review for 2019-2020 (Dawn)
3. Input on the 2020-21 work plan (Dominique)
4. Updates on Emerging Leaders LibGuide (Heidi)
5. Updates on the status of the Academic Library Positions webcast series (Mary Jane)
6. Farewell to members rotating off of the committee: Dawn Behrend; Jodie Borgerding; Heidi Burkhardt; Brady Lund; Rachel Minkin; Ed Rock
7. Updates from Mary Jane Petrowski 8. New Business

Best,

Dawn Behrend  
Instruction and Reference Librarian  
Carl A. Rudisill Library  
Lenoir-Rhyne University  
(828)328-7403  
[dawn.behrend@lr.edu](mailto:dawn.behrend@lr.edu)

**Preliminary**  
 American Library Association  
 Association of College and Research Libraries

**Section Membership Committee**

*Agenda of the June 2020 web-based Meeting*  
**June 16, 2020 (Tuesday); 1:00 - 2:00 pm CT**

Larayne J. Dallas, Chair  
 Shauna Borger Edson, Vice-Chair

1. Introductions. The warm-up topic this time: What is a book that you recommend to others and (briefly) why?
2. Updates from the chair.
  - A reminder to share section communication templates. (A Work Plan project.)
  - Transition and thanks.
3. Contributing to ACRL resources for students. (A Work Plan project.)
  - Developments on the LibGuide - <https://acrl.libguides.com/earlycareer/home>.
  - Discussion.
4. Year-End Report and Work Plan--- what did we accomplish this year and what should committee members work on next year?
  - (This year's document and documents from previous years are posted on ALA Connect and the chair will send more information before the meeting.)
  - Discussion.
5. Updates from the sections.
  - Plan to share about what you've been doing in your section.

-----  
 Larayne Dallas is inviting you to a scheduled Zoom meeting.

Topic: ACRL Section Membership Committee June Meeting  
 Time: Jun 16, 2020 (Tuesday) 1:00 PM Central Time (US and Canada)

Join Zoom Meeting  
<https://us02web.zoom.us/j/81058284560>

Meeting ID: 810 5828 4560  
 One tap mobile  
 +13462487799,,81058284560# US (Houston)  
 +12532158782,,81058284560# US (Tacoma)

Dial by your location  
 +1 346 248 7799 US (Houston)  
 +1 253 215 8782 US (Tacoma)  
 +1 669 900 9128 US (San Jose)  
 +1 312 626 6799 US (Chicago)  
 +1 646 558 8656 US (New York)  
 +1 301 715 8592 US (Germantown)

Meeting ID: 810 5828 4560  
 Find your local number: <https://us02web.zoom.us/j/81058284560>

**New Roles and Changing Landscapes Committee**

**Virtual ALA Annual Meeting  
Date, Time, and Connectivity Info TBD**

*Committee members*

Jolie O. Graybill, Chair; Erin T. Smith, Vice-Chair; Dr. Amy Chen; Jennifer A. DeVito; Mrs. Amy Danielle Dye-Reeves; Dr. Mark Emmons; Beth Filar Williams; Aliqae Geraci; Denise P. Hersey; Russell S. Michalak; Marilyn Myers; Cynthia Mari Orozco; Ms. Xuan Lily Pang; Jocelyn T. Tipton; Erica Ann Watson; Theresa Westbrook; Michael Whitchurch; Jeanne R. Davidson, Board Liaison; Erin Nevius, Staff Liaison

*Attendees*

To be added

*Regrets*

To be added

*Agenda*

**1. Updates**

- a. OER RoadShow
- b. Change Course workbook and virtual cohort

**2. Diversity Pipeline**

- a. Divide Committee into 3 new groups (down from original 6 groups/topics)
  - i. First job
  - ii. Pre-MLS
  - iii. MLS working with library schools

**3. New Constellation—User Experience/Anthropology librarian**

**4. New Business**

- a. NRCL Google Drive
- b. NRCL Year-end Report
- c. NRCL Workplan

***Academic Library Trends and Statistics Survey Editorial Board***

**April 2020 Teleconference Call**

**Date: April 14, 2020**

**Time: 2:00-3:00 pm Eastern time**

**Connection: <https://uky.zoom.us/j/647357719>**

Adrian K. Ho, Chair

Devin Savage, Vice-Chair

**Agenda**

1. Welcome
2. Update on survey participation rate: Lindsay and Mary Jane (5-10 minutes)
3. Discussion of situations in which one library serves two institutions: Lindsay and Mary Jane (10-15 minutes)
4. Feedback on paper about faculty status survey (access via ALA Connect): Mary Jane (10-15 minutes)
5. Update on EDI trends questions: Jeannette and Tiffany (10-15 minutes)
6. Article about survey findings (access via ALA Connect) in "State of America's Libraries": Mary Jane (if time permits)
7. Update on IPEDS Advisory Task Force: Adrian (if time permits)
8. Other business (if time permits)

Present: Beth Bernhardt, Georgie Donovan, Jason Dupree, Tracy Elloitt, Tiffany Garrett, Adrian Ho (Chair), Terra Jacobson, Linda Miller, Mary Jane Petrowski, Devin Savage (Vice Chair), Lindsay Thompson, Nancy Turner, and Caryl Ward  
Absent with Regrets: Starr Hoffman, Janine Kuntz, Jeannette Pierce, and Scott Lancaster

**Update on Survey Participation Rate**

There were 1,394 responses as of April 14. Deadline for the survey keyholder had been extended to April 22. Results will likely trickle in during the summer.

**Action Item 1:**

Lindsay will send out preliminary results based on responses received by April 22.

**Discussion of Situations in which One Library Serves Two Institutions**

There are incidences in which a library serves more than one institution, e.g., the Loyola Notre Dame Library is an independent academic library that supports two institutions: Loyola University Maryland and Notre Dame of Maryland University.

It is possible a shared library's survey response has duplicate usage and gate counts. What questions would work better for libraries like this?

Action item 2:

Tracy will reach out to shared libraries in Florida to find how they report survey data.

### **Report about Faculty Status**

A group of University of Michigan iSchool students completed an analysis of the faculty status survey data ACRL had collected over the years. Mary Jane was thinking about releasing the report publicly, but she wondered if the sample size was large enough to make the findings generalizable.

It wasn't clear whether the students' faculty advisor had checked the methodology or work quality before the report was submitted to ACRL last summer.

Tracy pointed out the analysis was based on a convenient sample of descriptive statistics. There was no inference and nothing was wrong with the paper.

Action item 3:

Tracy will take another look at the report to see if anything should be addressed.

### **Update on EDI Trends Questions**

Tiffany shared the latest version of the trends questions about equity, diversity, and inclusion. There were concerns about whether libraries would be able to answer questions concerning the results of their efforts to support EDI.

Mary Jane recommended that we run the trends questions by the ACRL EDI Committee.

Action item 4:

Mary Jane will provide the contact information for the ACRL EDI Committee.

Action item 5:

Tiffany will reach out to the EDI Committee and solicit their input and comments on the trends questions.

### **Update on IPEDS Advisory Task Force**

Mary Jane mentioned the Task Force will consider how to handle questions about asynchronous instruction.

Also, the Task Force will focus on these three areas:

1. Make recommendations regarding which COUNTER report to reference in the instructions for the Academic Libraries survey
2. Create definitions and FAQs for shared collections by harmonizing summaries of questions from Chris Cody (IPEDS Liaison), questions from ACRL, and questions from ARL
3. Update FAQs for the staffing section by addressing feedback from completed surveys submitted in 2020-21

***Academic Library Trends and Statistics Survey* Editorial Board**

June 2020 Teleconference Call

Date: June 23, 2020

Time: 2:00-3:00 pm Eastern time

Connection:

Adrian K. Ho, Chair

Devin Savage, Vice-Chair

**Draft Agenda**

1. Welcome
2. Update on survey participation rate: Lindsay and Mary Jane (5-10 minutes)
3. Update on EDI trends questions: Jeannette and Tiffany (10-15 minutes)
4. Report of program during ACRL Together Anywhere: Devin (5 minutes)
5. Update on IPEDS Advisory Task Force: Adrian (5 minutes)
6. Other business (if time permits)

**ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board**

May 28, 2020 Meeting  
Minutes

Anne Marie Casey, Co-Chair  
Eric A. Kidwell, Co-Chair

Discussion centered around marketing for the building survey scheduled to launch in September 2020. Board members discussed creating a webinar to in August to inform the academic library community about the upcoming survey.

- David, Rachel, K.T. and Anne volunteered to develop the webinar
- Discuss first survey and the other pieces that will roll out
- Reassurance will be stressed that participants do not need to answer every question if it is difficult
- Will demonstrate a single library and one with branches
- Can also use the webinar to publicize the Research Guide
- May tap Lindsay or Carl for help in the webinar



## CHOICE Editorial Board

### AGENDA

---

#### **CHOICE EDITORIAL BOARD 2020 ANNUAL MEETING**

Friday, 5 June 2020, 12:00–13:30 EST

Amanda L. Folk, Chair

WebEx Meeting Details:

Attendee Link:

<https://choicereviews.webex.com/choicereviews/onstage/g.php?MTID=e80087d249ff56ff4ff3dfd54bdc659d3>

Event Number: 663 411 214

Event Password: cMVbcMaj866

Phone: +1-415-655-0002

Access Code: 663 411 214

#### **12:00 Preliminaries**

Introduction . . . . . Amanda Folk, Chair

Appointment of Secretary. . . . . Amanda Folk

Minutes of 21 January 2020 Meeting . . . . . Dalia Corkrum

#### **12:15 Publisher's Reports**

- YTD Financials and FY21 Budget: Mark Cummings, Editor and Publisher
- Strategic Outlook: Mark Cummings, Publisher; Bill Mickey, Editorial Director
- Editorial Report: Bill Mickey, Editorial Director

#### **12:45 Discussion: . . . . . Editorial Board**

- Choice Research (white papers): Suggested topics and contributors
- The Year Ahead: Budgets and trends

**13:30 Adjournment**

**REPORTS AND ATTACHMENTS**

1. Choice Financial Overview
2. Choice Editorial Report
3. Minutes of the ALA Midwinter 2019 Editorial Board Meeting
4. Choice 2020-21 Work Plan and 2019-20 Report

**NEXT MEETING**

ALA Midwinter Conference, Sunday, 24 January 2021, 8:30–10:00, Indianapolis, Indiana *or* TBD

**New Publications Advisory Board**

**Virtual ALA Annual Meeting  
Date, Time, and Connectivity Info TBD**

Courtney Greene McDonald, Chair

*Committee members*

Craig Gibson, Michael Levine-Clark, Susanne Markgren, Courtney McDonald, Roe McKernan, Gemmicka Piper, Lutishoor Salisbury, James Donovan (beginning July 2020)

*Attendees*

To be added

*Regrets*

To be added

*Agenda*

1. Welcome and introductions
2. Appointment of a recorder
3. Review of the Annual report
4. Follow-up from ALA Midwinter Meeting: author testimonials and/or promotional piece on the program
5. **New business**
  - a. The ACRL chapter author database. We've started tracking all contributors to our books, and they can be cross-referenced by title/subject matter: We can use this database to potentially match people with similar research interests for new books. You can access and sort here:  
<https://airtable.com/shrE9BsDnlTpkxaY2/tblCNxbXkV7rKXkvk>.
  - b. Marketing in the absence of conferences
6. Adjournment

**Project Outcome for Academic Libraries Editorial Board**

Tiffany Garrett, Chair  
Jennifer Arnold, Vice-Chair

Meeting Date: Tuesday, June 30, 2020

Time: 11am-12pm Central Time

Roster: <http://www.ala.org/acrl/aboutacrl/directoryofleadership/editorialboards/acr-poab>

Join Zoom Meeting: <https://ala-events.zoom.us/j/99122605467>

**Agenda**

- I. Introductions and welcome to new members
- II. Year-End Report for ACRL Board - review draft
- III. Develop the Work Plan for 2020-21
  - A. Refer to the [user suggestions document](#)
- IV. FY21 workshops update
- V. AOB

**Publications in Librarianship Editorial Board**

**ALA Annual 2020 Virtual Meeting  
Date/Time/Connectivity TBD**

Daniel Clark Mack, Editor

- Welcome
- Appointment of a recorder
- Discuss forthcoming titles:
  - *Stories of Open: Lived Experiences of Peer Review in LIS* (PIL 76) by Emily Ford, publishing tentatively April 2021
  - *Envisioning the Framework: A Graphic Guide to Information Literacy* (PIL 77) edited by Jannette L. Finch, manuscript in, launching open peer review June 2020
  - *Predatory Publishing: A Practical Guide to Evaluating Publishers* (PIL 78) by Monica Berger
  - *Cultural Heritage and the Campus Community: Academic Libraries and Museums in Collaboration* (PIL 79), edited by Scott Walter and Julie Rodrigues Widholm
  - *The Rise of AI: Implications and Applications of Artificial Intelligence in Academic Libraries* (PIL 80), edited by Sandy Hervieux and Amanda Wheatley, manuscript due October 31, 2020
  - *Intersections of OER and Information Literacy* (PIL 81), edited by Elizabeth Dill and Mary Ann Cullen, manuscript due January 31, 2021
- Open peer review (OPR) debrief: What's working? What's not? What can we do differently/better?
- New topics and authors brainstorm
- Updating the call for proposals
- Book marketing ideas
- Adjournment

***Resources for College Libraries* Editorial Board**

**Meeting Agenda**  
**ALA Annual Conference 2020**  
**Monday June 15, 2020**

9:00 - 10:00 AM PT | 10:00 - 11:00 AM MT | 11:00 AM - 12:00 PM CT | 12:00 - 1:00 PM ET

Join the meeting at: <https://ala-events.zoom.us/j/97195646931>

Tammera Marie Race, Chair

---

**PRELIMINARIES**

Introductions ..... Tammera Race, Chair  
Appointment of Secretary ..... Tammera Race  
Minutes of December 5, 2019 meeting ..... Tim Ream

**REPORTS**

Project Report.....Anne Doherty  
Financial Report.....Mark Cummings

**DISCUSSION** ..... Board

- 2019-20 board work plan activities
  - Database testing
  - Editorial recruitment
- ACRL work plan
  - Review and discuss 2019-2020 work plan report
  - Brainstorm 2020-2021 work plan activities

Meeting Adjourns

**ATTACHMENTS**

- A. Meeting slide deck with project and financial report (Anne Doherty + Mark Cummings)
- B. Editorial board 2019-2020 work plan report and 2020-2021 work plan draft (Board)
- C. Database testing feedback (Board)
- D. RCL Deselection Guidelines and Subject Data (Anne Doherty)
- E. Minutes from December 5, 2019 board meeting (Tim Ream)



Association of College and Research Libraries

## Value of Academic Libraries Committee

### Virtual Meeting

Friday, May 15, 2020, 1:00pm CDT

Duration: 1 hour

### Joining Instructions:

Meeting Name: ACRL Value of Academic Libraries Committee Virtual Meeting

Join Zoom Meeting URL: <https://kansas.zoom.us/j/92075833399>

Password: 730440

### Committee Roster:

**Jill Becker** (Chair, July 1, 2019, to June 30, 2020)

**Dr. Amanda L. Folk** (Vice-chair, July 1, 2019, to June 30, 2020)

**Ryan F. Buller** (Member, July 1, 2018, to June 30, 2020)

**Dr. Rebecca Croxton** (Member, July 1, 2019, to June 30, 2021)

**Beate Gersch** (Member, July 1, 2019, to June 30, 2021)

**Ms. Jennifer Jarson** (Member, July 1, 2018, to June 30, 2020)

**Mr. Joseph Pirillo** (Member, July 1, 2019, to June 30, 2021)

**Dr. Jung Mi Scoulas** (Member, July 1, 2019, to June 30, 2021)

**Ngoc-Yen "Yen" Tran** (Member, July 1, 2018, to June 30, 2020)

**William Shane Wallace** (Member, July 1, 2018, to June 30, 2020)

**Michael Whitchurch** (Member, July 1, 2018, to June 30, 2020)

**Dr. Holt Zaugg** (Member, July 1, 2019, to June 30, 2021)

**Emily Daly** (Board Liaison, July 1, 2019, to June 30, 2020)

**Sara Goek** (Staff Liaison, July 1, 2019, to June 30, 2020)

Agenda:

- I. Roll call
  - a. Assign note taker
    - i. Amanda Folk will take notes
- II. Subcommittees updates (see [Google Drive spreadsheet](#))
  - a. VAL travel scholarships (Holt)
    - i. No update – work on hold at the request of VAL and ACRL
  - b. Special issue of *College & Research Libraries* (Jill)
    - i. DONE! ☺ Published in April
  - c. Library impact grants (Jill)
    - i. Emails between Sara/ACRL staff and subcommittee – doing a blanket extension for all current grant recipients – agreed upon but not yet communicated to grant recipients
  - d. EDI (Amanda)
    - i. Interest, but only one person has filled out the Spotlight form; need to have another 2-3 in the queue to move forward
    - ii. Amanda will do reminders later in June
  - e. VAL resource oversight (Joe)
    - i. Also see item III on the agenda
    - ii. Invited to provide some updates to the VAL statement (which was last revised in 2016), since the ALI was released since that last update
      1. Key additions
        - a. Collaboration
        - b. Accreditation
        - c. Striving towards responsibility quantifying student achievement
        - d. Affordability and OER
  - f. Data Analytics/Privacy (Joe)
    - i. Still progressing in creating the toolkit (taking info that they accumulated and creating a layout in the LibGuide)
  - g. Libraries Transform Toolkit oversight
    - i. No update
- III. VAL Statement revisions (see also II.e. On agenda)
  - a. [VAL Statement](#)
  - b. [Draft revisions](#)
  - c. Happy to take comments/feedback right now, but this will likely move to next year's work plan (since it ultimately needs to be approved by the Board)
    - i. Are there places that the subcommittee thinks needs more attention?
      1. Yes, at the beginning at the document are sections that needed the most attention – helpful for people to look at these and the rationale that was drafted for feedback/confirmation
  - d. We will need volunteers to do this work
- IV. Assessment in Action presenter coordinator selection committee
  - a. Oversight of the Assessment in Action Road Show
  - b. Need to select a new Road Show coordinator

- c. Amanda, Beate, and Jill reviewed documentation – position description and timeline – and pushed timeline back a month; this has been sent to the presenters to apply
  - d. We did have some volunteers for this – Becky Croxton, Shane Wallace, Beate Gersch
- V. FY2020 Final Report and FY2021 Work Plan
- a. We will be asking for information from the subcommittees for the report
  - b. We will talk more about this at the June meeting to brainstorm for the upcoming year, including what didn't happen because of the COVID-19 epidemic
  - c. Is there anything we can do to help promote the value of libraries during the COVID-19 pandemic (preparing rather than reacting); there will likely be a new normal for higher education and libraries and this can help to inform how we navigate that new normal; use data collected from the ACRL survey – help to articulate the value that libraries have been providing to their institutions during the COVID-19 pandemic
  - d. Do we have some “stale” projects that may could be refreshed or swapped out with new projects?
  - e. Resolution of whether or not to continue with travel scholarships (which was a question even before the COVID-19 pandemic) – ACRL/ALA likely doesn't have the budget for these moving forward
  - f. Working on the panel that we were going to offer at ALA Annual – impact of research and/or travel grants – could be a webinar offering that a team could work on in the upcoming year

## VI. Adjourn

### Future VAL Committee meetings:

- ALA Annual meeting (Virtual)
  - Friday, June 19 at 1 PM Central time – will be scheduled through KU's Zoom platform – meeting request forthcoming from Jill

### Announcements

- Sara Goek will be our ACRL staff liaison (Kara Malenfant is the interim Executive Director right now)
- ACRL programming week of June 8 – ACRL programs that were going to be offered at ALA Annual
- Board will be meeting in mid-June, so we'll have some updates from the Board at our next VAL meeting on 6/19

### Other Documents:

- VAL Projects & Subcommittees Membership and Reporting 2019-2020  
<https://docs.google.com/spreadsheets/d/19P7S42K07xz5htpkRBsM7vql84iQOiFuHEYj0KxbFTM/edit#gid=0>



Association of College and Research Libraries

## Value of Academic Libraries Committee

### Virtual Meeting

Friday, June 19, 2020, 1:00pm CDT

Duration: 1 hour

### Joining Instructions:

Meeting Name: ACRL Value of Academic Libraries Committee Virtual Meeting

Join Zoom Meeting URL: <https://kansas.zoom.us/j/95462353996>

Password: 816901

### Committee Roster:

**Jill Becker** (Chair, July 1, 2019, to June 30, 2020)

**Dr. Amanda L. Folk** (Vice-chair, July 1, 2019, to June 30, 2020)

**Ryan F. Buller** (Member, July 1, 2018, to June 30, 2020)

**Dr. Rebecca Croxton** (Member, July 1, 2019, to June 30, 2021)

**Erin Finnerty** (Member, July 1, 2018, to June 30, 2020)

**Beate Gersch** (Member, July 1, 2019, to June 30, 2021)

**Brea E. Henson** (Member, July 1, 2019, to June 30, 2021)

**Ms. Jennifer Jarson** (Member, July 1, 2018, to June 30, 2020)

**Mrs. Reabeka King-Reilly** (Member, July 1, 2019, to June 30, 2021)

**Mr. Christopher Donald Marcum** (Member, July 1, 2018, to June 30, 2020)

**Lisa T. Nickel** (Member, July 1, 2018, to June 30, 2020)

**Dr. Megan Jane Oakleaf** (Member, July 1, 2018, to June 30, 2020)

**Sheena Philogene** (Member, July 1, 2019, to June 30, 2021)

**Mr. Joseph Pirillo** (Member, July 1, 2019, to June 30, 2021)

**Dr. M. Brooke Robertshaw** (Member, July 1, 2019, to June 30, 2021)

**Dr. Jung Mi Scoulas** (Member, July 1, 2019, to June 30, 2021)

**Philip Shackelford** (Member, July 1, 2019, to June 30, 2021)

**Ngoc-Yen "Yen" Tran** (Member, July 1, 2018, to June 30, 2020)

**Mrs. Brooke Troutman** (Member, July 1, 2018, to June 30, 2020)

**William Shane Wallace** (Member, July 1, 2018, to June 30, 2020)

**Michael Whitchurch** (Member, July 1, 2018, to June 30, 2020)

**Dr. Laura Healy Wimberley** (Member, July 1, 2019, to June 30, 2021)

**Dr. Holt Zaugg** (Member, July 1, 2019, to June 30, 2021)

**Andrea M. Falcone** (Ex-Officio Member, July 1, 2019, to June 30, 2022)

**Eric Resnis** (Ex-Officio Member, July 1, 2017, to June 30, 2020)

**Emily Daly** (Board Liaison, July 1, 2019, to June 30, 2020)

**Sara Goek** (Staff Liaison, July 1, 2019, to June 30, 2020)

**Ms. Kara Malenfant** (Staff Liaison, July 1, 2019, to June 30, 2020)

### Agenda:

- I. Roll call
  - a. Assign note taker
- II. Announcements
- III. Subcommittees updates
  - a. VAL travel scholarships
  - b. Special issue of *College & Research Libraries*
  - c. Library impact grants
  - d. EDI
  - e. VAL resource oversight
  - f. Data Analytics/Privacy
  - g. Libraries Transform Toolkit oversight
- IV. Assessment in Action presenter coordinator selection committee update
- V. FY2020 draft Final Report (review)
- VI. FY2021 draft Work Plan (review and brainstorming)
- VII. Adjourn

### Future VAL Committee meetings:

- **New Member Orientation/Returning Member Refresher**  
July 15, 2020, 2:00-3:00pm EDT (60 minutes)  
Zoom Meeting URL (pending)
- July 24, 2020, 2:00-3:00pm EDT (60 minutes)  
Zoom Meeting URL (pending)

### Other Documents:

- VAL Projects & Subcommittees Membership and Reporting 2019-2020  
<https://docs.google.com/spreadsheets/d/19P7S42K07xz5htpkRBsM7vqI84iQOiFuHEYj0KxbFTM/edit#gid=0>

**This page included to accommodate double-sided printing.**

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
Government Relations	Peter L. Kraus	Peter.Kraus@utah.edu	Jacquelyn	Bryant	Kara	Malenfant
	Amy Estelle Bush	aebush@ucdavis.edu				
Professional Values	Peter Bremer	pbremer@morris.umn.edu	Jacquelyn	Bryant	David	Free
	Dr. Tracy Elliott	tracy.elliott@sjsu.edu				
Appointments - President Elect	Meghan Sitar	msitar@umich.edu	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	ghouse@american.edu	Faye	Chadwell	David	Connolly
	Veronica Arellano Douglas	varellano@gmail.com				
Academic Librarians Standards and Guidelines Review Task Force	Julia M. Gelfand	jgelfand@uci.edu	Faye	Chadwell	David	Free
Digital Scholarship Section (DSS)	Hannah Scates Kettler	hannah-s-kettler@uiowa.edu	Faye	Chadwell	Megan	Griffin
	Kristen Grace Totleben	ktotleben@gmail.com				
Equity, Diversity and Inclusion	Derrick Jefferson	jefferson.derrick@gmail.com	Faye	Chadwell	Allison	Payne
	Mary Beth Lock	lockmb@wfu.edu				
Arts Section	Sha Towers	sha_towers@baylor.edu	Faye	Chadwell	Megan	Griffin
	Mackenzie Salisbury	ssalis1@artic.edu				
Literatures in English Section (LES)	Nancy Marie Foasberg	nancy.foasberg@qc.cuny.edu	Kim	Copenhaver	Megan	Griffin
	Brian Flota	flotabc@jmu.edu				
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Rhonda Kay Huisman	rhondahuisman@gmail.com	Kim	Copenhaver	Mary Jane	Petrowski
Politics, Policy and International Relations Section (PPIRS)	Elizabeth Lynn White	elwhite1@uga.edu	Kim	Copenhaver	Megan	Griffin
	Erin Ackerman	ackermee@tcnj.edu				
Science and Technology Section (STS)	Timothy W. Klassen	twklass@ualberta.ca	Kim	Copenhaver	Megan	Griffin
	Rachel Borchardt	borchard@american.edu				
Education and Behavioral Sciences Section (EBSS)	Ericka Arvidson Raber	ericka.raber@gmail.com	April	Cunningham	Megan	Griffin
	April Marie Hines	aprhone@ufl.edu				
Standards	Willie Miller	wmmiller@iupui.edu	April	Cunningham	David	Free
	Jennifer E. Steele	jennifer_steele@bbs.w-delaware.k12.ia.us				
University Libraries Section (ULS)	Amanda R. Peters	arforres@umich.edu	April	Cunningham	Megan	Griffin
	Michelle Demeter	michelle.demeter@nyu.edu				
Diversity Alliance Task Force	Jon E. Cawthorne	jon.cawthorne@wayne.edu	April	Cunningham	Mary Ellen Allison	Davis Payne
European Studies Section (ESS)	Heidi Madden	heidi.madden@duke.edu	April	Cunningham	Megan	Griffin
	Thomas Francis Keenan	tkeenan@princeton.edu				
External Liaisons Committee	Susie A. Skarl	susie.skarl@unlv.edu	Emily	Daly	Mary Ellen Allison	Davis Payne
	Farzaneh Razzaghi	Frazzaghi@wcu.edu				
Liaisons Assembly	Farzaneh Razzaghi	Frazzaghi@wcu.edu	Emily	Daly	Mary Ellen Allison	Davis Payne
Value of Academic Libraries	Jill Becker	jkbceker@ku.edu	Emily	Daly	Kara	Malenfant
	Amanda L. Folk	folk.68@osu.edu				
Membership	Dawn Behrend	dawn.behrend@lr.edu	Jeanne	Davidson	Mary Jane	Petrowski
	Dominique Turnbow	dturnbow@ucsd.edu				
New Roles and Changing Landscapes Committee	Jolie Ogg Graybill	jog@umn.edu	Jeanne	Davidson	Erin	Nevius
	Erin T. Smith	smithet@westminster.edu				
Section Membership Subcommittee	Shauna Borger Edson	shauna.borger@gmail.com	Jeanne	Davidson	Mary Jane	Petrowski
Women and Gender Studies Section (WGSS)	Tara Baillargeon	tara.baillargeon@marquette.edu	Jeanne	Davidson	Megan	Griffin
	Sharon Ladenson	ladenson@msu.edu				
Immersion Program	Anne Charlotte Behler	acb10@psu.edu	Caroline	Fuchs	Margot	Conahan
	Karen Sobel	karen.sobel@ucdenver.edu				

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
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 Nikhath J. Ghouse	susanna.eng@gmail.com ghouse@american.edu	Caroline	Fuchs	Megan	Griffin
Research Planning and Review	Allison Benedetti Ginny Boehme	abenedetti@library.ucla.edu boehmemv@miamioh.edu	Caroline	Fuchs	Mary Jane	Petrowski
Student Learning and Information Literacy	Nicole E. Brown Alex R. Hodges	nebrown@berkeley.edu alex_hodges@gse.harvard.edu	Caroline	Fuchs	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	Cinthya	Ippoliti	Megan	Griffin
College Libraries Section (CLS)	Mrs. Alexia Hudson-Ward Mary Mallery	ahudsonward@gmail.com mary.mallery@brooklyn.cuny.edu	Cinthya	Ippoliti	Megan	Griffin
Distance Learning Section (DLS)	Natalie Haber Amanda L. W. Ziegler	natalie-haber@utc.edu amanda.ziegler@gmail.com	Cinthya	Ippoliti	Megan	Griffin
Impactful Scholarship and Metrics Task Force	Rachel Borchardt Jennifer Beamer	borchard@american.edu jennifer.beamer@claremont.edu	Cinthya	Ippoliti	Erin	Nevius
Research and Scholarly Environment	Nathan Frank Hall Charlotte Roh	nfhall@vt.edu croh2@usfca.edu	Cinthya	Ippoliti	Kara	Malenfant
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board	Anne Marie Casey (co-chair) Eric A. Kidwell (co-chair)	CASEYA3@erau.edu ekidwell@hawks.huntingdon.edu	Kelly	Jacobsma	Mary Jane	Petrowski
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	Elizabeth Call (co-chair) Michelle Aviva Ganz (co-chair)	elizabeth.call2010@gmail.com michelle.ganz@lmunet.edu	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
Community and Junior College Libraries Section (CJCLS)	Sandra C. McCarthy Martin D. House	mccarthy@wccnet.edu martin.house@gmail.com	Kelly	Jacobsma	Megan	Griffin
Rare Books and Manuscripts Section (RBMS)	Veronica Reyes - Escudero Petrina D. Jackson	reyesv@email.arizona.edu pjackson@iastate.edu	Kelly	Jacobsma	Megan	Griffin
Academic/Research Librarian of the Year Award-President	Jeannette E. Pierce Dennis Clark	piercejea@missouri.edu dennistclark@gmail.com	Karen	Munro	Chase	Ollis
Chapters Council - President	Lisa T. Nickel	ltnickel@wm.edu	Karen	Munro	Megan	Griffin
President's Program 2020	Anne-Marie Deitering	anne-marie.deitering@oregonstate.edu	Karen	Munro	Megan	Griffin
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
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
CHOICE - Past President	Amanda L. Folk	folk.68@osu.edu	Lauren	Pressley	Mark	Cummings
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
New Publications Advisory-Past President	Courtney Greene McDonald	crmcdonald@colorado.edu	Lauren	Pressley	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	TBD	TBD	Lauren	Pressley	Sara	Goek
Publications Coordinating-Past President	Kristen Grace Totleben	ktotleben@gmail.com	Lauren	Pressley	David	Free
Publications in Librarianship-Past President	Daniel Mack	dmack@umd.edu	Lauren	Pressley	Erin	Nevius
RBM -Past President	Richard Saunders	rsaunders@suu.edu	Lauren	Pressley	Mary Ellen	Davis
Resources for College Libraries -Past President	Tammera Marie Race	trace@ncf.edu	Lauren	Pressley	Mark	Cummings
Building Cultural Proficiencies for Racial Equity Framework Task Force	n/a	n/a	TBD	TBD	Allison	Payne

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Nikhata J. Ghouse	ghouse@american.edu	Faye	Chadwell	David	Connolly
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	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-chair)	elizabeth.call2010@gmail.com	Kelly	Jacobsma	David	Free
Anthropology and Sociology Section (ANSS)	Jill Conte Julianne Couture	jill.conte@nyu.edu julianne.couture@colorado.edu	Kelly	Jacobsma	Megan	Griffin
Appointments - President Elect	Meghan Sitar	msitar@umich.edu	Jon	Cawthorne	Allison	Payne
Arts Section	Sha Towers	sha_towers@baylor.edu	Faye	Chadwell	Megan	Griffin
Budget & Finance - B&F Chair	Carolyn Henderson Allen	challen@uark.edu	Carolyn Henderson	Allen	Allison	Payne
Building Cultural Proficiencies for Racial Equity Framework Task Force	n/a	n/a	TBD	TBD	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	Cinthyia	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	Cinthyia	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 aprhone@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	borchardt@american.edu jennifer.beamer@claremont.edu	Cinthyia	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 Nikhata J. Ghouse	susanna.eng@gmail.com ghouse@american.edu	Caroline	Fuchs	Megan	Griffin
Leadership Recruitment and Nomination Committee - Vice-President	Sarah E. McDaniel	sarah.mcdaniel2@www.edu	Jon	Cawthorne	Megan	Griffin

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
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 ackermoe@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	Cintha	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 borchardt@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

**Training & Executive Coaching on:**

- *Making Meetings Work Better*
- *Demystifying the Rules of Order*
- *Building Better Decision Making Teams*

**Published Books:**

- *"101 Boardroom Problems & How to Solve Them"*
- *"Complete Handbook of Business Meetings"*
- *"Mina's Guide to Minute Taking"*

Eli Mina, M.Sc., P.R.P.

*Meeting Mentor, Registered Parliamentarian*

Web Site: <http://www.elimina.com>

***An Introduction to Rules of Order  
For Council Members of the  
American Library Association***

***Based on:***

***Robert's Rules of Order Newly Revised (RONR, 2011 edition)***

**PARLIAMENTARY PROCEDURE (RULES OF ORDER)**

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings. The information provided here is consistent with the current (11<sup>th</sup>) edition of Robert's Rules of Order Newly Revised (RONR).

Hierarchy of governing documents (RONR Section 2):

1. Laws of the Land (applicable statutes)
2. Constitution and Bylaws
3. Rule book (e.g.: RONR) and Special Rules of Order

Purposes of the rules:

- To create the necessary structure and appropriate level of formality for a meeting
- To facilitate progress
- To include individual members in discussion and shared decision-making on a "level playing field".
- To protect the rights of the majority, minority, individuals, absentees, and the organization

Voting outcomes:

- Most decisions require a majority vote (more than 50% of the votes cast) to adopt .
- Under RONR (page 400) abstentions do not count.
- A tie vote means that a motion is defeated (no majority was obtained).

**UNANIMOUS (GENERAL) CONSENT (RONR page 54)**

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions. For example:

- *"The minutes have been circulated. Are there any corrections to the minutes? (PAUSE)? If not, the minutes are approved as circulated".*
- *"Is there any objection to changing the agenda to consider item 7 now? (Pause)? There being no objection, we will proceed now with item 7, and then return to item 3". **OR:** "There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc."*
- *"Is there any objection to amending the motion by adding the words 'including all taxes'? (Pause). There is no objection and the motion has been amended to read: \_\_\_\_\_".*

*NOTE: Unanimous Consent is not appropriate when voting on main motions, since they do not qualify as "routine and non-controversial decisions". Members must be given the full opportunity to express their sentiment by a formal show of hands.*

**HANDLING MAIN MOTIONS (RONR sections 4 and 10)**

A main motion is a proposal to take action or express a view. The steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	<i>"I move that ____" or "I move that that the following resolution be adopted: Resolved, That ____".</i>	1. Make sure the motion is concise, complete and unambiguous. 2. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	<i>"I second the motion" or "Second"</i>	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	<i>"It is moved and seconded that we _____. Is there any discussion?"</i>	1. The Chair may rule a motion out of order (giving the reasons) or establish clarity before stating the motion. Until the chair admits a motion, it is not open for debate. 2. Ownership becomes <b><u>collective</u></b> (from now on withdrawing or amending the motion requires the group's permission).
4. Debate and amendment		
5. The Chair puts the motion to a vote.	<i>"There being no further debate, we will proceed to the vote. The motion is that _____. Those in favor of the motion raise one hand. Thank you. Those opposed raise one hand. Thank you."</i>	1. Ensure clarity by repeating the motion before taking the vote. 2. There is no need to call for abstentions, since they are not counted (unless the statute or the Bylaws provide otherwise). 3. If the result is clear, it is not necessary to count the votes.
6. The Chair announces the outcome.	<i>"The motion is adopted" or "The motion is defeated"</i>	

**FREQUENTLY USED SECONDARY MOTIONS**

<b>The motion</b>	<b>The use</b>	<b>Pertinent points</b>
Point of Order (RONR Sec. 23)	Point to a violation of a rule, policy, or bylaw.	The chair makes a ruling: The point is well taken or not well taken. Or the chair can ask the members to decide.
Appeal (Sec. 24)	Two members who disagree with the chair's ruling can appeal it.	The chair explains the ruling, allows debate, and takes a vote: " <i>Shall the chair's ruling be sustained?</i> " A majority in the negative reverses a chair's ruling.
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This motion effectively "kills" the pending motion for the session (but the main motion can be renewed at a subsequent meeting). Requires a majority vote to adopt.
Amend (S.12)	A motion to change the wording of another motion before voting on it.	Non-contentious amendments can be adopted by unanimous consent. Otherwise a majority vote is required.
Commit/Refer (Section 13)	A motion to send the pending motion to a committee or staff	Should include instructions to the committee, e.g.: questions to be addressed and when the committee will report. Majority vote required.
Postpone to a certain time (S. 14)	A motion to postpone the pending motion to a certain time.	Should specify the time to which the motion is to be postponed. Requires a majority vote to adopt.
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: " <i>I move to extend debate by 5 minutes</i> ". Or: " <i>I move to end debate at 10:30</i> ". This motion is not debatable.	Can be agreed upon by unanimous consent. If not, a 2/3 vote is required.
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: " <i>I move we close debate</i> ".	When the motion is made, the Chair can check if there is general consent to closing debate. If not, she or he takes a vote on whether debate will be closed (2/3 vote).
Table (Section 17)	A motion to set aside a pending main motion to accommodate something else of immediate urgency.	Strictly speaking, in many groups the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer or withdraw. A majority vote is required to adopt.
Suspend the rules (Section 25)	A motion to allow the assembly to waive a rule of order for a specific purpose. This motion cannot be used to suspend rules protecting fundamental rights (e.g.: minority and absentee rights).	This motion can be very helpful when the rules of order are proving too restrictive and wasteful and a more flexible approach is needed. For example: " <i>I move to suspend the rules and allow more than one primary amendment at a time</i> ". (2/3 vote required)
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. After debate begins, only the assembly can withdraw it.	Can be agreed upon on by unanimous consent. If there are objections, a majority vote is required to adopt.
Consider informally (Section 52)	A motion to allow informal consideration of a topic without a motion on the floor.	This motion helps when the premature introduction of a motion would be constraining and counter-productive. A majority vote is required to adopt.

**COMPARISON BETWEEN RONR AND STURGIS**

In May 2015, ALA membership voted to change ALA's Parliamentary Authority from Sturgis Standard Code of Parliamentary Procedure to Robert's Rules of Order Newly Revised (RONR). This section captures some of the relevant impacts of the change.

Overall, the actual application of Parliamentary Procedure in Council meetings under RONR will be quite similar to Sturgis. The treatment of resolutions, motions to amend, refer, postpone, as well as points of order and appeals will be virtually identical.

Below are examples of procedures (that were actually used by Council between 2002 and 2015) where there are differences between RONR and Sturgis.

The motion	Under RONR	Under Sturgis
Division of a Resolution (RONR Section 27)	Dividing a resolution, so as to deal separately with different parts, requires a majority vote.	Dividing a resolution is done upon the demand of one Member.
Closing debate (or "The Previous Question," RONR Section 16)	<p>RONR's terminology is: "<i>I move the previous question</i>," but it tolerates deviations from this phrase (see quote below this table).</p> <p>RONR does not prohibit a member from speaking in debate and ending by moving to close debate.</p>	<p>Sturgis uses plain language: "<i>I move to close debate</i>."</p> <p>Sturgis does not permit a member to speak in debate and end his or comments by moving to close debate.</p>
Tabling (RONR Section 17) versus Postponing Indefinitely (Section 11) and Objecting to Consideration (Section 26)	<p>The motion to "table" cannot be used to "kill" a pending motion.</p> <p>Two acceptable alternatives:</p> <ol style="list-style-type: none"> <li>1. Move that the resolution be <u>postponed indefinitely</u> (debatable and requires a majority vote).</li> <li>2. <u>Object to consideration</u> of the resolution (requires a 2/3 vote against consideration, but must be made before debate takes place).</li> </ol>	The motion to table can be used "to kill" a pending resolution, but requires a 2/3 vote when used for this purpose.
Reconsideration (RONR Section 37)	In large assemblies, the motion to reconsider can only be made by someone who voted on the prevailing side.	The motion to reconsider applies only to a main motion (or resolution). It can be made by anyone, regardless of how he or she had originally voted on the main motion.

RONR page 250, lines 11-15, states: "*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business.*"

This quote suggests that rules of order should be used in a manner that facilitates progress while protecting fundamental rights. Technical imperfections that do not infringe on anyone's rights and do not harm the proper transaction of business can be tolerated. Parliamentary nit picking should be avoided, as it can become an annoyance and a distraction, can also stifle the free flow of discussions, and can even make the meeting environment unsafe.

**This page intentionally left blank to accommodate double sided printing.**

ACRL Election Result Comparison													
										2019 versus 2020			
	2010 Election	2011 Election	2012 Election	2013 Election	2014 Election	2015 Election	2016 Election	2017 Election	2018 Election	2019 Election	2020 Election	Difference from 2019	% Difference from 2019
ANSS total ballots cast	103	101	99	110	100	100	144	137	156	133	125	-8	6.20%
ANSS total membership	448	467	435	441	430	466	528	566	606	657	567	-90	14.71%
% Participation	23%	22%	23%	25%	23%	21%	27%	24%	26%	20%	22%	2%	
Arts total ballots cast	139	126	130	134	124	130	143	137	139	124	147	23	16.97%
Arts total membership	828	889	833	804	749	763	780	838	853	951	845	-106	11.80%
% Participation	17%	14%	16%	17%	17%	17%	18%	16%	16%	13%	17%	4%	
CJCLS total ballots cast	205	203	212	251	211	260	244	217	247	229	222	-7	3.10%
CJCLS total membership	1202	1314	1242	1270	1171	1216	1213	1209	1184	1293	1144	-149	12.23%
% Participation	17%	15%	17%	20%	18%	21%	20%	18%	21%	18%	19%	2%	
CLS total ballots cast	556	583	551	621	535	581	630	569	589	605	583	-22	3.70%
CLS total membership	2587	2775	2678	2620	2475	2558	2555	2619	2747	2986	2616	-370	-13.21%
% Participation	21%	21%	21%	24%	22%	23%	25%	22%	21%	20%	22%	2%	
DLS total ballots cast	295	329	330	370	295	346	342	336	349	323	321	-2	0.62%
DLS total membership	1370	1521	1493	1536	1486	1511	1541	1480	1397	1433	1272	-161	11.90%
% Participation	22%	22%	22%	24%	20%	23%	22%	23%	25%	23%	25%	3%	
DSS total ballots cast									400	396	404	8	5.50%
DSS total membership									1762	1833	1577	-256	9.44%
% Participation									23%	22%	26%	4%	
EBSS total ballots cast	226	222	222	241	168	213	249	241	253	241	215	-26	11.40%
EBSS total membership	792	820	788	796	741	799	854	859	832	853	782	-71	8.69%
% Participation	29%	27%	28%	30%	23%	27%	29%	28%	30%	28%	27%	-1%	
ESS total ballots cast									153	117	119	2	22.03%
ESS total membership									574	539	482	-57	13.91%
% Participation									27%	22%	25%	3%	
IS total ballots cast	920	968	938	1042	832	990	1092	951	1003	904	851	-53	6.04%
IS total membership	4024	4283	4039	4173	3954	4087	3879	3857	3740	3826	3292	-534	15.00%
% Participation	23%	23%	23%	25%	21%	24%	28%	25%	27%	24%	26%	2%	
LES total ballots cast	114	103	89	115	121	116	132	125	120	125	124	-1	0.80%
LES total membership	560	594	567	538	519	565	620	636	653	685	629	-56	8.52%
% Participation	20%	17%	16%	21%	23%	21%	21%	20%	18%	18%	20%	1%	
PPIRS total ballots cast	113	98	104	111	98	95	116	113	132	129	132	3	2.30%
PPIRS total membership	472	483	449	433	403	411	444	486	539	580	511	-69	12.65%
% Participation	24%	20%	23%	26%	24%	23%	26%	23%	24%	22%	26%	4%	
RBMS total ballots cast	329	320	297	375	284	304	363	338	363	342	371	29	8.13%
RBMS total membership	1722	1785	1677	1648	1602	1643	1688	1690	1740	1758	1552	-206	12.45%
% Participation	19%	18%	18%	23%	18%	19%	22%	20%	21%	19%	24%	4%	
STS total ballots cast	316	295	291	334	291	277	310	320	311	286	303	17	5.77%
STS total membership	1330	1340	1288	1271	1205	1260	1253	1284	1243	1250	1120	-130	10.97%
% Participation	24%	22%	23%	26%	24%	22%	25%	25%	25%	23%	27%	4%	
ULS total ballots cast	1168	1123	1076	1167	1013	1044	1215	1122	1103	1063	1065	2	0.19%
ULS total membership	4696	4809	4580	4425	4082	4107	4075	4083	4005	4056	3576	-480	12.58%
% Participation	25%	23%	23%	26%	25%	25%	30%	27%	28%	26%	30%	4%	
WGSS total ballots cast	120	108	100	120	104	146	172	200	225	214	202	-12	5.77%
WGSS total membership	459	447	411	418	425	534	658	785	872	978	892	-86	9.20%
% Participation	26%	24%	24%	29%	24%	27%	26%	25%	26%	22%	23%	1%	
Total Section ballots cast	4771	4736	4582	5144	4310	4731	5328	4970	5543	5231	5588	357	6.60%
ACRL Board ballots cast	2620	2655	2596	2833	2362	2584	2764	2546	2564	2340	2247	-93	4.05%
ACRL Personal Membership	11,480	11,900	11,472	11,426	10,847	10,909	10,451	10,302	9,888	10,099	8,572	-1,527	16.36%
% Participation	23%	22%	23%	25%	22%	24%	26%	25%	26%	23%	26%	3%	

**This page included to accommodate double-sided printing.**

## **EXECUTIVE BOARD MEETING**

### 2020 Virtual Executive Board Meetings

### **ALA Executive Board Meeting – Session I**

**Tuesday, June 9 at 12:00 PM – 4:00 PM Central time**

Join Zoom Meeting <https://ala-events.zoom.us/j/92712421653>

Central Time	Topic	Facilitator
12:00 – 12:05 PM	<b>Call to Order</b>  <b>Consent Agenda</b> <ul style="list-style-type: none"> <li>Agenda Approval <i>EBD #9.13.2</i></li> <li>Spring Board Meeting Minutes <i>EBD #2.10</i></li> <li>International Report <i>EBD #12.67</i></li> <li>Center for the Future of Libraries <i>EBD #12.68</i></li> </ul>	Wanda Brown, ALA President
12:05 – 12:10 PM	<b>Report out Board Executive Committee Session</b>	Wanda Brown, ALA President
12:10 – 12:40 PM	<b>State of the Association Update</b> Executive Director Report <i>EBD #12.69</i> Board Review of New Contract Protocol <i>EBD #12.42</i>	Tracie D. Hall, ALA Executive Director
12:40 – 1:00 PM	<b>Real Estate and Move Update</b>	Mary Ghikas, ALA Deputy Executive Director Lorelle Swader, Interim AED Human Resources
1:00 – 1:20 PM	<b>Public Policy and Advocacy</b> <i>EBD #12.58</i> <b>Public Policy and Advocacy dashboard and scorecard</b> <i>CBD #31.0</i>	Kathi Kromer, AED Washington Office
1:20 – 1:40 PM	<b>Membership Report</b> <i>EBD #12.59</i>	Melissa Walling, Director, Member Relations & Services
1:40 – 1:50 PM	<b>Break</b>	
1:50 – 2:10 PM	<b>Publishing Report</b> <i>EBD #12.60</i>	Mary Mackay, AED Publishing
2:10 – 2:25 PM	<b>Communication Marketing Office (CMO) Report</b> <i>EBD #12.65</i>	Stephanie Hlywak, CMO Director
2:25 – 4:00 PM	<b>CLOSED SESSION [PLACEHOLDER – OTHER ITEMS]</b> <b>Forward Together Workgroup Appointments</b> <i>CBD #32.0</i>	Wanda Brown, ALA President
4:00 PM	<b>Adjourn ALA Executive Board Meeting</b>	Wanda Brown, ALA President

## EXECUTIVE BOARD MEETING

### 2020 Virtual Executive Board Meetings

### ALA Executive Board Meeting – Session II

**Saturday, June 13 at 10:00 AM – 2:00 PM Central time**

Join Zoom Meeting <https://ala-events.zoom.us/j/95033623464>

Central Time	Topic	Facilitator
10:00 AM	<b>Call to Order</b>  <b>Consent Agenda</b> <ul style="list-style-type: none"> <li>President's Report <i>EBD #7.6</i></li> <li>President-elect's Report <i>EBD #7.7</i></li> <li>Board Action &amp; Vote Tally <i>EBD #1.4</i></li> </ul>	Wanda Brown, ALA President
10:00 – 11:00 AM	<b>Treasurer Update</b> <ul style="list-style-type: none"> <li><b>FY 2020 YTD Financial Results Executive Summary</b> <i>EBD #3.39</i></li> <li><b>Action: FY 2021 Preliminary Budget and Annual Estimates of Income</b> <i>EBD 3.40</i></li> </ul>	Maggie Farrell, ALA Treasurer Denise Moritz, Interim Chief Financial Officer
11:00 – 11:30 AM	<b>Joint Budget Analysis Review Committee (BARC) / Finance and Audit (F&amp;A) Committee Report</b> <i>EBD #3.38</i>	Maggie Farrell, ALA Treasurer
11:30 – 11:40 AM	<b>Break</b>	
11:40 – 12:00 PM	<b>Endowment Trustees Report</b> <i>EBD #13.4</i>	Pat Wand, Senior Trustee
12:00 – 12:30 PM	<b>CLOSED SESSION</b> <b>Accounting – EXL Outsourcing Discussion</b>	Denise Moritz, Interim Chief Financial Officer
12:30 – 1:00 PM	<b>CLOSED SESSION</b> <b>Legal Update</b>	Paula Goedert, ALA Legal Counsel
1:00 PM	<b>Adjourn ALA Executive Board Meeting</b>	Wanda Brown, ALA President
1:00 – 2:00 PM	<b>ALA-APA Board of Directors Meeting</b> (see separate agenda - <i>APABD #9.x</i> )	

# **EXECUTIVE BOARD MEETING**

## 2020 Virtual Executive Board Meetings

### **ALA Executive Board Meeting**

*(regularly scheduled monthly conference call)*

**Tuesday, June 16, 2020 at 3:00 – 4:00 PM Central Time**

Join Zoom Meeting <https://ala-events.zoom.us/j/947038296>

Central Time	Topic	Facilitator
3:00 PM	<b>Call to Order</b>  <b>Consent Agenda</b> <ul style="list-style-type: none"> <li>• Approve Board Minutes from Conference Call 19-May-2020 <i>EBD #2.12</i></li> </ul>	Wanda Brown, ALA President
3:00 – 3:30 PM	<b>Midwinter 2021 Discussion</b>	Earla Jones, Conference Services Director
3:30 – 3:45 PM	<b>Sustainability Task Force Update</b> <i>EBD #10.10</i>	Rene Tanner & Rebekkah Smith Aldrich, Co-chairs
3:45 – 4:00 PM	<b>CLOSED SESSION - [Placeholder]</b> <b>Operating Agreement Workgroup Appointment</b>	Maggie Farrell, ALA Treasurer
4:00 PM	<b>Other items</b>  <b>Adjournment</b>	Wanda Brown, ALA President

**EXECUTIVE BOARD MEETING**  
2020 Virtual Executive Board Meetings

**ALA Executive Board Meeting – Session III**

**Tuesday, June 30 at 12:00 PM – 4:00 PM Central time**

Join Zoom Meeting <https://ala-events.zoom.us/j/93586989060>

<b>Time</b>	<b>Topic</b>	<b>Facilitator</b>
12:00 PM	<b>Call to Order</b>	Wanda Brown, ALA President
12:00 – 12:20 PM	<b>Conference Services Report</b> <i>EBD #12.61</i> <b>2020 Virtual Event Update</b>	Earla Jones, Director Conference Services
12:20 – 12:40 PM	<b>Equity, Diversity, and Inclusion Report</b> <i>EBD #12.62</i>	Martin Garnar, Chair, ODLOS Advisory & Kristin Lahurd, ODLOS Director
12:40 – 1:00 PM	<b>Office of Intellectual Freedom (OIF) Report</b> <i>EBD #12.63</i>	Deborah Caldwell-Stone, Director OIF
1:00 – 1:15 PM	<b>Development Office Report</b> <i>EBD #6.6</i>	Tracie D. Hall, ALA Executive Director
1:15 – 1:30 PM	<b>Philanthropy Advisory Group (PAG) Report</b> <i>EBD #6.7</i>	Joyce Garczynski, Karlene Jennings, PAG co-chairs
1:30 – 1:50 PM	<b>Information Technology Report</b> <i>EBD #12.64</i>	Sherri Vanyek, Director IT
1:50 – 2:00 PM	<b>Break</b>	
2:00 – 2:30 PM	<b>Council Debriefing: Financial Question Responses</b>	Maggie Farrell, ALA Treasurer
2:30 – 2:45 PM	<b>Forward Together Update</b>	Lessa Pelayo-Lozada, Executive Board Member
2:45 – 3:25 PM	<b>Board Liaison Reports</b>	Board members
3:25 – 3:45 PM	<b>Board Members Recognition</b>	Board members
3:45 – 4:00 PM	<b>CLOSED SESSION</b> <b>Endowment Trustee Applicants</b> <i>CBD #33</i> <b>Board Effectiveness</b> Discussion on Board performance	Maggie Farrell, ALA Treasurer Loida Garcia-Febo, ALA Immediate Past President
4:00 PM	<b>Adjourn ALA Executive Board Meeting</b>	Wanda Brown, ALA President

**ACRL Liaison Report**

**National Resource Center for the First-Year Experience and Students in Transition (NRC-FYEST)**

**Annual Conference on the First-Year Experience**

Maoria J. Kirker, George Mason University

April 15, 2020

The 39<sup>th</sup> Annual Conference on the First-Year Experience (FYE) occurred in Washington, DC from February 21-24, 2020. This was my second year attending the conference, as thus my second year in the role of ACRL Liaison to the NRC-FYEST.

**Meeting with Dr. Jennifer R. Keup**

I once again had the opportunity to meet with Jennifer, who is the director NRC-FYEST, on Sunday, February 23rd. We caught up on our respective organizations, discussed what we wanted to accomplish in the next year together, and talked about how we might be able to move items forward that we discussed last year. Here are the highlights of our discussion:

- Conference themes: The October 2020 Students in Transition conference will focus on HBCUs. This year's FYE Conference focused on international programs and included an international pre-conference. Jennifer asked about international connections with ACRL and how we might build connections when the Center runs this program every 2-3 years.
- Last year it was suggested during a librarian de-brief meeting that "Librarian" be added as role for participants during registration. Jennifer was shocked it wasn't already, but provided me with the contact information for the person who can add it for future conferences.
- We talked about how to move an MOU forward between the NRC-FYEST and ACRL for booth and registration sharing. The Center's budgeting process usually runs in May and November. Both FYE and ACRL will be in Seattle in 2021 – February and April respectively. I would like to work with IS Exec or whomever is the most appropriate personnel at ACRL to discuss the possibility of this. If this moves forward, Jennifer suggested that having the next 3-year term liaison appointed by the start of ACRL would be helpful in transitioning between one liaison and the next. I explained what the current selection timeline is and how it would still depend on an individual's funding to attend ACRL. She fully understood these hurdles.
- Jennifer asked if they could do anything to more explicitly promote ACRL at their conference. I couldn't think of anything in the moment, but will think about this more in the next year.
- Jennifer asked if I wanted to write a new library/information literacy focused book for their publication series. The previous library-focused FYE book was published in 2007

and could use a Framework and critical pedagogy-inspired update. I will meet with Tracy Skipper, who is responsible for the Center's publications, in the coming months.

- I asked for an update on the Personal Librarian and First Year Experience Library Conference from Case Western University. The NRC-FYEST is officially taking over its management. The Center will run it as a pre-conference at the 2021 Annual Conference for the FYE in Seattle. This will be a full-day pre-conference. Attendees can choose to attend only the pre-conference. The plan is to run it as a pre-conference every other year.

### **Sessions and Speakers**

I attended a number of library-themed programs available at the FYE Conference. I was able to attend the following sessions and posters led or co-led by librarians:

- Leslie Poljak, April Kelly, David Kupas, Renne Kiner, and Kelly Safin – “Supporting Curricular and Co-Curricular Needs at the Campus Library”
- Elizabeth Johns, Kristen Shonborn, and Kristen Welzenbach – “The New Library Session: Forget the Library, Focus on Information”
- Anna Murphy-Lang, Kayla Gourlay, and Katara Hofmann – “SmartStart: Empowering Students through a Choose-Your-Own-Adventure Library Orientation”
- Suchi Mohanty – “Adulting 101: Information Literacy to Live Your Best Life”
- Kate Otto, David Lemmons, and Sherry Larson-Rhodes – “Developing Interdepartmental Information Literacy Solutions: The First Year Experience in the Misinformation Era”
- Heather Buchansky and Tracy Zahradnik – “Connections Beyond Campus: High School Outreach Programming at Academic Libraries”
- Kelly Banyas and Suzy Wilson – “Reaching First-Year Researchers: Perspectives from the Library and the Classroom”

I attended a number of sessions with significant overlap with library programming and information literacy:

- Denisse Avila and Danielle Klein - “Shaping a First-Year Population through Peer Education”
- David J. Sabol and Julie Marie Frye – “Teaching, Community, and Innovation: Engaging Faculty through Inquiry-Based Professional Development”
- Christine Harrington – “Equity-Minded Teaching Practices and Policies”
- Brad Harmon: “The FYE Reimagined: Developing High Impact Peer Mentors”

Additionally, I noticed a few themes at the conference, which overlap with areas currently popular in information literacy and instruction librarianship. These include, but are likely not limited to:

- Peer mentors as peer instructors
- Critical pedagogy and social justice
- High impact practices
- Principles of educational psychology: Motivation, metacognition, self-regulation
- First-year programming in an online environment

### **Librarian Meet-Up**

Unfortunately I was unable to schedule a librarian meet-up because of my schedule this year. In lieu of this, I set-up a Google Doc of librarians attending the conference that attendees could self-select to participate in. I received feedback that this was very helpful.

### **Librarian Open Meeting**

On the final morning of the conference, Monday, February 24th, I reserved a room for librarians to informally meet and discuss what they learned during the conference. The idea behind this was that we could share information about the sessions we attended, particularly the sessions not specifically oriented toward librarians. Fifteen librarians filtered in and out of this meeting, including myself. Some topics of discussion included:

- An open discussion on first-year programs in our libraries.
- Evaluating sources – Many librarians attended a variety of sessions focusing on evaluating information using different methods and tools. Many sessions focused on misinformation and fake news.
- Peer mentoring in libraries and how we can adapt this high-impact program in libraries. Someone mentioned UCLA and the University of Toronto as example libraries.
- There was a suggestion to work with the conference facilitators on spreading out the library-focused sessions so that they're not booked at the same time. They encouraged a track-model for the conference. I will ask Dr. Keup about this when we talk next.

### **Past and Future Goals**

Below is a chart with previous, ongoing, and new goals for this liaison role. I included notes and status updates on each.

<b>Goal Set</b>	<b>Goal</b>	<b>Notes/Status</b>
2019	Have "Librarian" as a position description added to the FYE Conference registration form.	I wasn't able to get this to happen on time this year, but I spoke with Jennifer Keup about this and she was surprised it wasn't already an option. She said this will be an easy fix and gave me the contact information for whom to contact to get this in place for next year's conference. <b>Ongoing.</b>
2019	Work with the NRC-FYEST to	I spoke with representatives from ACRL about

	add a survey question to their senior capstone survey.	adding a question on our end, but that wasn't feasible at the time. After reviewing the survey from NRC-FYEST, there didn't seem to be a natural connection to add a library-centric question. I will revisit this next year to see if anything has changed. <b>Complete.</b>
2019	Propose a poster or presentation for the 2020 Annual FYE Conference and ALA Annual 2020.	I started a new job this year, which put this as a lower priority for me. I was unable to put together a proposal in time for the FYE Conference. ALA 2020 has been canceled. I will submit a proposal for ACRL 2021 and the 2021 FYE Conference. <b>Ongoing.</b>
2019	Potentially attend the National Conference on Students in Transition in October 2019. Because next year's FYE Conference is in Washington DC, my costs for attending it will be dramatically reduced and could make attending both conferences from the NRC-FYEST viable.	This didn't work out because of funding reasons this year. I am aiming to attend this year. The October 2020 National Conference on Students in Transition will occur in Atlanta and focus on HBCUs. <b>Ongoing.</b>
2019	Write an article for <i>E-Source</i> .	I don't really know why nothing became of this, but I think other priorities and goals are more important in the next year. <b>Canceled.</b>
2020	MOU for booth and registration sharing.	There is a lot of interest from Jennifer on this. See my notes about this on my meeting with her.
2020	Revised monograph for the NRCYEST's book series on information literacy and FYE.	Jennifer would like me to write or edit an update to "The Role of the Library in the First College Year." I would like to pursue this opportunity. Depending on when the next ACRL liaison is appointed and when this project gets legs, it could be a collaboration between the new liaison and myself.

**TO:** ALA Executive Board  
BARC/F&A

**RE:** ALA Membership Report

**ACTION REQUESTED/INFORMATION/REPORT:**  
Information report

**ACTION REQUESTED BY:**  
Melissa Walling, CAE, IOM, Director, Member Relations & Services

**CONTACT PERSON:**  
Melissa Walling, mwalling@ala.org, ext. 2159

**DRAFT OF MOTION:**  
N/A

**DATE:** June 5, 2020

**BACKGROUND:**  
Report on membership engagement and potential membership model.

**ATTACHMENTS:**  
Report on membership engagement and potential membership model.

**ALA Membership Dues (5 Months Ending January 2020):**

Total Revenues Budgeted/Actual/Remaining:	\$ 5,530,879	\$ 2,216,929	\$ (3,313,950)
Total Expenses Budgeted/Actual/Remaining:	\$ 100,000	\$ 51,092	\$ 48,908
Contribution Margin:	\$ 5,430,879	\$ 2,165,836	\$ (3,265,043)

We have a negative variance on membership dues of \$87,604 or 3.8% through the end of January. November-January is peak renewal season; therefore, we were projecting to miss the FY20 dues goal by \$200,000 prior to COVID-19. We anticipate additional losses as a result of COVID-19.

In March, we re-imagined our membership renewal messaging in light of COVID-19 and initiated our monthly membership renewals via email. Unfortunately, due to the delay in processing mailed checks, we have not been able to resume membership renewals since that time.

**Spring Membership Key Activities and Focus Areas:**

Since March, the membership team has focused on membership engagement:

- **ALA Connect Live:** In times of uncertainty, connection and conversation are more important than ever. This is what inspired the ALA Executive Board to launch a series of monthly conversations with our membership community. Initially a focus of President-Elect Julius C. Jefferson, Jr. to connect with members, ALA Connect Live is an opportunity to bring the ALA family and library community together to discuss our issues and challenges.
  - **April Event** – 813 attendees
  - **May Event** – 1,420 attendees (75% increase)
- **Launched - New Member Benefit - Individual:** We partnered with ALA e-learning to give all personal members access to two self-directed e-learning courses (\$300 value). These courses were activated for all members on May 30<sup>th</sup> and within the first 5 days we had nearly 300 registrants in each course. The marketing e-mail had higher than normal engagement rates (33.3% open rate) confirming that bundling professional development remains important.
  - Course Title: Fighting Fake News with Information Literacy
  - Course Title: Mindfulness for Librarians: Handling Stress and Thriving Under Pressure
- **Coming Soon - New Member Benefit – Organization:** We are partnering with ALA e-learning to activate ALA Essentials online course for all of our library organizational member employees. In addition, we will use the recording bundle from ALA Virtual Event as a renewal and reinstatement tactic for lapsed organizations.
- **ALA Installment Billing:** While the monthly installment billing is still under development by our e-commerce vendor; we removed the minimum threshold for semi-annual installments meaning all members (except joint student members) are now eligible.

Plans remain underway for the **Virtual Membership Meeting** on Monday, June 22<sup>nd</sup>, the annual virtual engagement opportunity for all members. We are paying special attention to this year's program as virtual engagement and conversations will become increasingly important.

**In May, we activated a membership recruitment campaign to over 20,000 lapsed members** with a strong message to join ALA and the power of the work we are doing. The recruitment campaign will continue in June with an invitation from the Membership Committee Chair and the staff team.

## Membership Model Update

The Membership Committee held a detailed discussion at Midwinter about the membership models. They remain focused on our goals of simplification and personalization and ultimately increasing market share and driving growth. They reviewed two models – Informed/All Access and Current/Enhanced. Their conversation resulted in a combination of the best elements of each model – the simplicity of the Informed/All Access combined with the price sensitivity of the Current/Enhanced.

- **Tier One – Informed\*** – with three price points as outlined below:
  - Ability to vote and volunteer, join a division or round table and apply for member only grants/scholarships
  - Access to American Libraries, ALA Connect, AL Direct
  - Discounts – 10% off of ALA Store, Member discount for ALA Annual and Midwinter and Member Affinity Programs
- **Tier Two – All Access\*** – potentially one price point as outlined below:
  - Everything included in Tier One PLUS
  - Career development resources including complimentary webinars

Current Member Type	Current Dues	New Proposed Structure Tier 1	New Proposed Structure Tier 2
1st year	\$74	Regular*	All Access Optional Upgrade to Tier 1
2nd year	112		
3rd year+	148		
Student	39	Student	
Earning <\$30,000	53	Advocate*	
Support Staff	53		
Retired	53		
Associate	67		
Trustee	67		
Friend	67		
International	89		

*\*names are not finalized, these are placeholders*

### Next Steps:

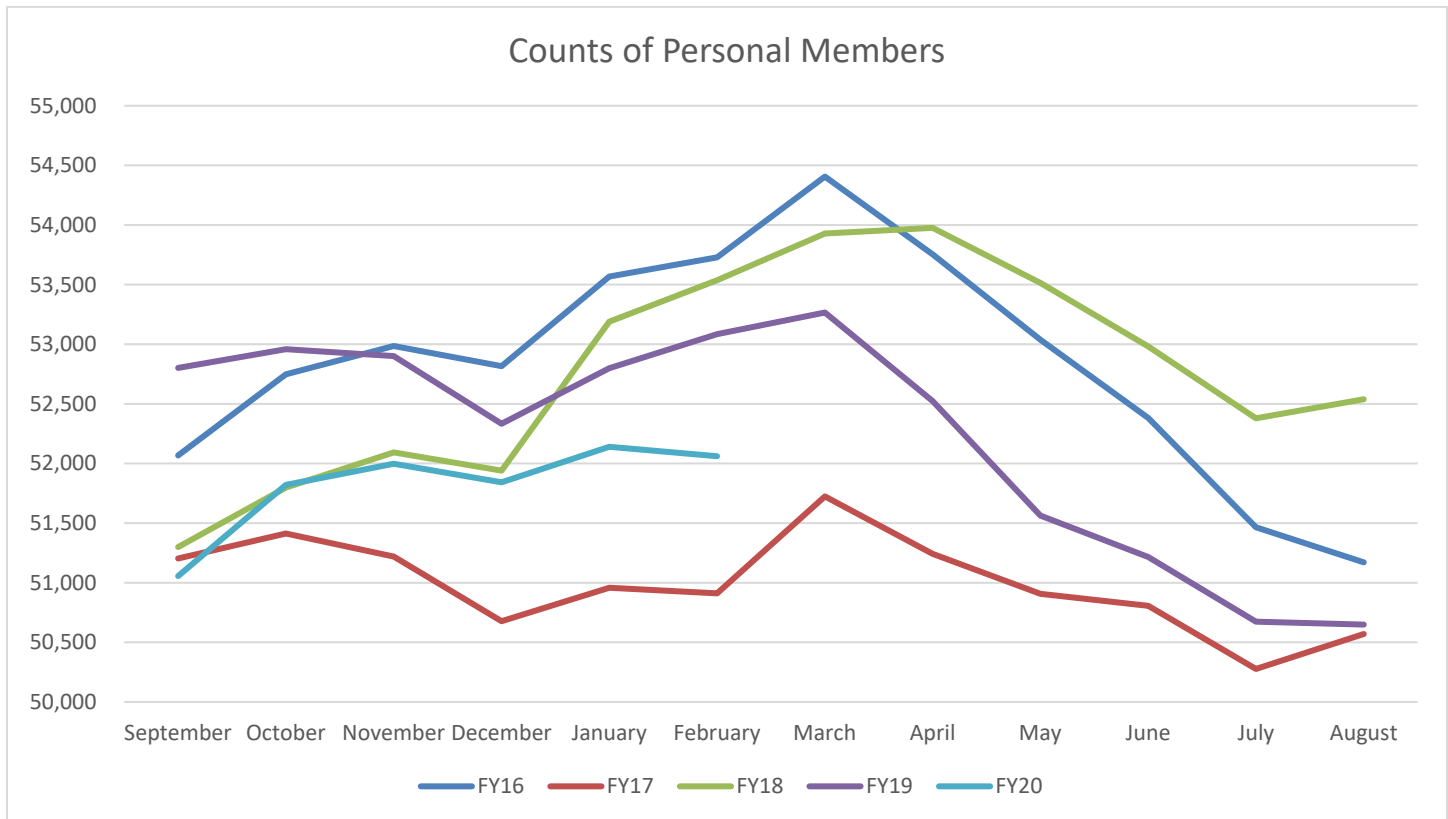
- Membership Committee to review financial scenarios – June, 2020
- Staff to work internally on the career development resources for Tier Two – Summer, 2020
- Internal discussion of costs to implementation – Summer, 2020
- Potential beta test (assuming low to no cost) – Fall, 2020
- Key stakeholder groups to review beta test outcomes – Winter, 2021

*This project timeline remains sensitive to other organizational streams of change.*

### Individual Memberships:

Our February membership counts decreased slightly by 65 members since January. The ALA membership decline impacted both Divisions and Round Tables this month as well. Overall, Division membership decreased by 0.5% and Round Table by 0.1%. Because of the division conference cycle, it is best to compare our membership numbers to 2018, and we are down 2.4% from that time (total 58,826 members in Feb, 2018). This is due to a variety of factors including the pandemic and economic recession.

Count of Personal (Individual) Members:	52,061
Count of Organizational Members:	5,220
Count of Corporate Members:	150
Total:	57,431



### Organizational and Corporate Memberships:

In comparison to FY18, we have a 1.9% increase in organizational members and an 8.5% decrease in corporate members (14 members). The largest area of increase in organizational members is in our UNITED members and non-profit organizational members with slight increases and decreases across the other library types. Our corporate membership decrease is primarily with our general corporate contributor membership. This is a similar pattern that we have seen in previous months.

### Division Memberships:

At the end of February, we have 51,117 division members\* which is the first month of decline in division membership since the fiscal year began. We had a -0.5% decrease in division membership this month, and we had only one division with growth, PLA. This aligns with the ALA decrease in members.

	ALA	AASL	ACRL	ALCTS	ALSC	ASGCLA	LITA	LLAMA	PLA	RUSA	UNITED	YALSA	Total
Aug. 2019	56,049	7,290	10,157	3,072	3,950	914	2,134	3,555	7,893	2,798	4,251	4,299	50,313
Sept. 2019	56,444	7,390	10,158	3,064	3,962	897	2,109	3,577	8,261	2,778	4,244	4,307	50,747
Oct. 2019	57,038	7,454	10,147	3,050	3,962	875	2,093	3,564	8,726	2,753	4,067	4,310	51,001
Nov. 2019	57,331	7,338	10,111	3,051	3,938	875	2,100	3,584	9,098	2,750	4,171	4,275	51,291
Dec. 2019	57,177	7,102	10,005	3,017	3,903	853	2,051	3,572	9,630	2,697	4,181	4,170	51,181
Jan. 2020	57,496	7,136	9,966	3,011	3,911	854	2,052	3,604	9,843	2,677	4,187	4,110	51,351
Feb. 2020	57,431	7,074	9,922	3,006	3,891	840	2,040	3,583	9,851	2,672	4,189	4,049	51,117
1 Month Trend	-0.1%	-0.9%	-0.4%	-0.2%	-0.5%	-1.6%	-0.6%	-0.6%	0.1%	-0.2%	0.0%	-1.5%	-0.5%

### Round Table Memberships:

Round Tables also experienced a softening this month and we now have 18,096 round table members\*. We had a -0.1% decrease in round table membership this month; however, 11 of the round tables grew. The largest growth areas were GAMERT by 2.6%, GNCRT by 2.1% and ERT by 1.6%

	ALA	EMIERT	ERT	FMRT	GAMERT	GNCRT	GODORT	IFRT	IRRT	LEARNRT	LHRT
Aug. 2019	56,049	954	374	664	745	788	544	1,250	1,582	417	431
Sept. 2019	56,444	947	373	686	739	835	537	1,234	1,551	419	424
Oct. 2019	57,038	943	368	682	731	875	532	1,242	1,553	421	429
Nov. 2019	57,331	992	362	704	732	918	531	1,236	1,548	425	436
Dec. 2019	57,177	985	367	679	722	930	529	1,216	1,544	430	433
Jan. 2020	57,496	995	366	683	745	975	529	1,219	1,542	429	444
Feb. 2020	57,431	975	372	669	764	995	535	1,213	1,543	435	442
1 Month Trend	-0.1%	-2.0%	1.6%	-2.0%	2.6%	2.1%	1.1%	-0.5%	0.1%	1.4%	-0.5%

LIRT	LRRT	LSSIRT	MAGIRT	NMRT	RMRT	RRT (GLBTRT)	SRRT	SORT	SUSTRT	Total
1,784	1,311	418	266	1,426	321	1,457	1,872	188	1,141	<b>17,933</b>
1,775	1,316	411	268	1,439	313	1,447	1,890	189	1,149	<b>17,942</b>
1,783	1,319	409	267	1,441	313	1,435	1,891	191	1,170	<b>17,995</b>
1,762	1,317	408	265	1,435	321	1,463	1,916	193	1,202	<b>18,166</b>
1,731	1,266	398	268	1,400	328	1,445	1,876	199	1,204	<b>17,950</b>
1,728	1,267	407	265	1,413	335	1,460	1,875	205	1,224	<b>18,106</b>
1,742	1,260	399	267	1,385	336	1,459	1,867	206	1,232	<b>18,096</b>
0.8%	-0.6%	-2.0%	0.8%	-2.0%	0.3%	-0.1%	-0.4%	0.5%	0.7%	-0.1%

*\*these numbers reflect memberships, not members. This means that those who hold multiple memberships are counted in each division or round table.*