

Association of College and Research Libraries
Virtual Spring Board Meeting
Join URL: <https://ala-events.zoom.us/j/338694388>
April 8, 2020
1:00–4:00 p.m. Central

Agenda

Time	Item (Document number follows topic description)
1:00–1:01 p.m.	1.0 Call to order (Munro)
1:01–1:15 p.m. <i>Information</i>	2.0 Opening remarks & Welcome (Munro) <ul style="list-style-type: none"> Check-in; how you are doing. (self/institution)
1:15–1:16 p.m. <i>Action</i>	3.0 Adoption of the Agenda (Munro)
1:16–1:18 p.m. <i>Action</i>	<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. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]</p> <p>The following items are placed on the consent agenda:</p> <p>Approval:</p> <ul style="list-style-type: none"> Personnel Administrators and Staff Development Officers Discussion Group #2.0 Research Assessment and Metrics Interest Group Charge #2.1 Librarians from Very Small Academic Institutions Discussion Group #2.2 Hugh C. Atkinson Memorial Award #10.0, #10.1, #10.2 NSSE Task Force Reappointment #2.3 Framework for Access Services #2.4, #2.4a, #2.4b, #2.4c

Time	Item (Document number follows topic description)
1:18–1:25 p.m. Information	5.0 Reports <ul style="list-style-type: none"> ● President’s Report (Munro) #1.1 ● Vice-President’s Report (Cawthorne) #1.2 ● Past-President’s Report (Pressley) #1.3 ● Representative Reports (Pressley) #11.0 ● Councilor’s Report (Bryant) #1.4 ● Executive Director’s Plan for Excellence Activities Report. (Davis) #1.5, #1.6
1:25–1:55 p.m. Information	6.0 ALA Updates The Board will receive an update on: <ul style="list-style-type: none"> ● ALA Executive Board Meeting Update (All) ● ALA Finance & Audit and BARC meetings (Bryant & Allen) ● ALA Finances & ALA Operating Agreement Working Group #8.0 (Munro) ● ALA Headquarters Remote work & Move #12.0 (Davis) ● SCOE #9.0 (Daly) ● Core #13.0 (Davis) ● ALA Finances: The Board will also consider potential ways ACRL could stay apprised of ALA finances, including if an ACRL representative should attend future ALA Executive Board meetings; conference calls: 3:00-4:00 p.m. Central on 4/21, 5/19, 6/16 and/or BARC meetings. #FYI-2 (Munro)
1:55–2:30 p.m. Discussion	7.0 ACRL Member Engagement during a Pandemic (Munro/Cawthorne) Due to the impact of COVID-19, the Board will consider options for ACRL governance meetings and the ACRL Leadership Council and Membership Meeting given that the ALA Annual Conference is canceled. <ol style="list-style-type: none"> 1. ALA decisions and impact on ACRL (Munro) 2. ACRL Governance for Annual (Munro) #14.0 3. ACRL Leadership Council/Membership Meeting (Munro) #7.1 4. Leadership Council Topics (Munro) #6.0, #7.0, #7.1 <ul style="list-style-type: none"> ○ Ideas: SCOE, ALA Finances; Operating Agreement; talk about future—radical changes; invite a speaker to talk about: managing change, self-care, creating community in online environment; value of membership; conferences; other topics? ○ Need a small working group to finalize topics.

Time	Item (Document number follows topic description)
	5. ACRL Program content planned for Annual Update (Davis) 6. ACRL Leadership Recruitment and Division/Section Appointments timeline for 2020-21 (Cawthorne) 7. Virtual Meeting Best Practices resources for members (Munro) #15.0, #15.1
2:30–2:55 p.m. Discussion/Action	8.0 ACRL Diversity Alliance (Cawthorne) #19.0 The Board will review and take action on recommendations for next steps for the ACRL Diversity Alliance.
2:55–3:10 p.m.	Break
3:10–3:20 p.m. Information/Action	9.0 ACRL Event Site Selection Policy (Davis/Conahan) #16.0 The Board will review and take action on an expanded site selection policy that would apply to ACRL events and considers controversial laws and policies added after a site was selected.
3:20–3:30 p.m. Information/Discussion	10.0 ACRL & Choice FY20 Quarterly Report (Allen/Davis/Cummings) #4.0, #4.1, #5.0 The Board will receive an update and have an opportunity to ask questions about the written report covering ACRL and Choice financial performance for the second quarter of the fiscal year.
3:30–3:40 p.m. Discussion	11.0 ACRL & Choice FY21 Budget (Allen/Davis/Cummings) #17.0, #17.1, #17.2 The Board will receive an update on the FY21 budget for ACRL and Choice.
3:40–3:50 p.m. Discussion	12.0 New Roles and Changing Landscapes (Davidson) #3.0, #18.0 The Board will discuss and give feedback on the committee's four proposed constellations: Open Science/Knowledge, Assessment Librarian, User Experience/Anthropologist Librarian, Digital Humanities Librarian.
3:50–4:00 p.m. Information/Discussion	13.0 New Business (Munro) <ul style="list-style-type: none"> • EDI Committee Update (Chadwell) • Reminder that SPOS has moved from a fall meeting to a one-day meeting in advance of the ACRL 2021 Conference in Seattle. • Other new business?

Time	Item (Document number follows topic description)
4:00 p.m. Action	14.0 Adjournment (Munro)

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.

ACRL Spring Board Virtual Meeting: Document Inventory

Purple = New Documents

Black = Included in packet; already reviewed

Each document is bookmarked within the PDF.

Doc #	Document
Doc 1.1	President's Report
Doc 1.2	President-Elect's Report
Doc 1.3	Past-President's Report
Doc 1.4	Councilor's Report
Doc 1.5	Executive Director's Plan for Excellence Activities Report (PEAR)
Doc 1.6	Enabling Programs and Services: Key Performance Indicators (KPIs)
Doc 2.0	Board action form: Personnel Administrators and Staff Development Officers Discussion Group
Doc 2.1	Board action form: Research Assessment and Metrics Interest Group Charge
Doc 2.2	Board action form: Librarians from Very Small Academic Institutions Discussion Group
Doc 2.3	Board action form: National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force
Doc 2.4	Board action form: Framework for Access Services
Doc 2.4a	Framework for Access Services
Doc 2.4b	Framework for Access Services Timeline
Doc 2.4c	Framework for Access Services Transmittal
Doc 3.0	ACRL Plan for Excellence
Doc 4.0	FY20 Second Quarter Report Cover Memo
Doc 4.1	FY20 Second Quarter Report
Doc 5.0	Dashboard Metrics
Doc 6.0	Annual 2019 Leadership Council & Membership Meeting Agenda
Doc 7.0	Midwinter 2020 Leadership Council Agenda
Doc 7.1	Midwinter 2020 Leadership Council Evaluation Feedback
Doc 8.0	ALA Operating Agreement
Doc 9.0	Steering Committee on Organizational Effectiveness (SCOE) Report, MW20
Doc 9.1	ALA Executive Action: SCOE Phase 2
Doc 10.0	Board action form: Atkinson Memorial Award Criteria and Eligibility
Doc 10.1	Atkinson Memorial Award Proposed Changes
Doc 10.2	Atkinson Memorial Award Establishment
Doc 11.0	ACRL Representative Report: ALA Literacy Assembly
Doc 12.0	Press Release: ALA announces sale of its headquarters buildings
Doc 13.0	Core Proposal
Doc 14.0	ACRL Board Evaluation MW20

Doc #	Document
Doc 15.0	Board discussion form: Virtual Meeting Best Practices
Doc 15.1	Virtual Meeting Best Practices
Doc 16.0	Board action form: ACRL Site Selection Policies
Doc 17.0	FY21 Overview for ACRL and Choice (MW20)
Doc 17.1	FY21 Budget Executive Summary
Doc 17.2	FY21 Budget Changes MW20 to SB20
Doc 18.0	Board Discussion Form: New Roles and Changing Landscapes Constellation
Doc 19.0	Board action form: Diversity Alliance Task Force

FYI	Document
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	Midwinter 2020 Committee Meeting Minutes
FYI-4	ACRL Liaison Report: MLA
FYI-5	ALA Executive Board Spring Virtual Meeting Agenda
FYI-6	ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension Interim Report
FYI-7	ALA BUDGET ANALYSIS & REVIEW COMMITTEE (BARC) Spring Virtual Meeting Agenda

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.

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ACRL Officer Report

Position: ACRL President

Name: Karen Munro

Report period: Jan – Mar 2020

Date submitted: Mar 31 2020

Strategic priority activities

- Helped author ACRL board statement on ALA Midwinter budget update
- Helped author ACRL board statement on COVID-19 and closure of academic libraries
- Helped draft agendas for ACRL Midwinter and spring board meetings

Ambassador activities

- Thank-you notes for ACRL donors
- Attended CNI 2020 Spring Membership Meeting Round Table
- Cancelled: travel to Montana ACRL Chapter conference

Association service

- Participated in Presidents' and ED weekly meetings
- Participated in ALA Midwinter Meeting events

Upcoming scheduled activities

- ACRL volunteer orientation rescheduled to June
- 2020 President's Program planning TBD

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ACRL Officer Report

Position: President-Elect

Name: Jon E. Cawthorne

Report period: Midwinter-Spring

Date submitted: April 1, 2020

Strategic priority activities

- Completed appointments for most all committees.
- Finished the Diversity Alliance Task Force Report for Spring Board discussion and action

Ambassador activities

- The scheduled presentations for Academic Excellence (University of Maryland, College Park and Santa Rosa Junior College Library) were cancelled due to COVID-19
- The Georgia Library Conference, October 7-9 was also cancelled due to COVID-19

Upcoming scheduled activities

- Planning/coordinating Executive Director Search process

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ACRL Officer Report

Position: Past President

Name: Lauren Pressley

Report period: December 2019 – March 2020

Date submitted: April 6, 2020

Strategic priority activities

- Attended weekly calls with presidents and executive director.
- Contribute to discussions informing “We Are Here For You” *ACRL Insider* post.
- Contribute to discussions informing “Academic Libraries and COVID-19” *ACRL Insider* post.
- Contribute to discussions informing “ACRL Board of Directors Responds to ALA Budget Update” *ACRL Insider* post.
- Contribute to president’s letter welcoming incoming ALA Executive Director.

Ambassador activities

- Thank you calls to donors.
- Virtual Presentation for Washington Library Association, Academic Libraries conference.

Association service

- Prepare for Virtual Fall Board meeting.

Upcoming scheduled activities

- Annual meeting—however we decide to meet!

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ACRL Officer Report

Position: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: January 2020 – April 2020

Date submitted: March 31, 2020

Strategic priority activities

- Participated in ALA Council and ACRL MW Board Meetings, January 2020
- Participated in Board virtual discussions and voting following ALA MW 2020

Ambassador activities

- Attended virtual meetings and participated in listserv discussions of liaison committees: Government Relations and Professional Values

Association service

- Attended ALA Council Meetings at ALA Midwinter 2020
- Monitored and responded to ALA Council Connect discussions as needed
- Placed thank you calls to ACRL member donors

Upcoming scheduled activities

- ACRL Board of Directors Virtual Spring Meeting, April 8th
- ALA Executive Virtual Board Meeting, April 3rd
- ALA Finance and Audit Committee Virtual Meeting, April 1st

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Plan for Excellence Quarterly Activity Report (PEAR)

Report Period: January 3, 2020 – March 25, 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 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 2831 users as of 3/24/20. 466 academic libraries have created surveys and collected 40,836 responses. 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.

- 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.

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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.

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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.

- 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 led the drafting of an ACRL/ALA response, due April 6, 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.

- 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.

- 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 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)

- 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.
- 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

- 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 party 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

- 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
Completed (FY20)	2	1	2	1	0	3	0
Confirmed forthcoming (FY20)	4 (2 postponed)	2 (2 postponed)	0	0	5 subsidized (5 postponed)	1 (1 postponed)	1 (canceled 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 table below:*

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

- *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

- *May 8 is the deadline for contributed paper, panel session, preconference, and workshop proposals.*
- *ACRL staff are prepping the registration and housing site for ACRL 2021. Registration will quietly open in May and will review the climate and determine the appropriate time to promote ACRL 2021 registration.*
- *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), 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 61st 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

- 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’s 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 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
The Sustainable Library Three-Part Webcast Series	Webcast Series	February 6, 12, and 17, 2020	7	2	75%	88%	33%	4

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Developing Signature Pedagogies in Information Literacy	Online Course	February 17-March 13, 2020 *course end date extended to due COVID19	28		TBD	TBD	TBD	TBD
Copyright and Course Reserves Two-Part Webcast Series	Webcast Series	March 4 and 11, 2020	72	17	100%	98%	87%	25

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 March 27, the webinar recordings had more than 5,200 views.

- 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 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 19th, 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

- 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

- 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.*

Publications

COVID-19 Publications

- ACRL published a [Pandemic Resources for Academic Libraries LibGuide](#) in mid/ate-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 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 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

Month	2015-16 Survey	2016-17 Survey	2017-18 Survey	2018-2019 Survey
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 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	*			29,237
Print distribution	80	150			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	*			4,938
Print distribution	210	30			240

All Standards/ Guidelines/ Frameworks Online Visits

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
70,693	*			70,693

- Google Analytics for ACRL website currently unavailable due to current staff remote work situation.

Social Media

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

ACRL Insider Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	54	64			118
Page Views	20,213	18,438			38,651

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			40,013

ACRL TechConnect Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	0	0			0
Page Views	9,342	9,350			18,692

VAL Blog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	0	0			0
Page Views	2,811	2,531			5,342

College & Research Libraries

- Issues published on regular schedule.
- A special issue on the value of academic libraries is being prepared for April 2020 release. 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			643,075

C&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			710,753

RBM

- *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
30,097	25,482			55,579

CHOICE

January–March 2020

Choice Reach	
Academic Year to Date	
Choice Reviews :	587,579 page views
Webinars:	15,851 registrants; 5,395 attendees
Podcasts:	23,012 listener sessions
Newsletters	13,691 subscribers
Choice Media Channel	1,190 subscribers

COVID-19 Response

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 20th and 27th, 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.

Choice Reviews and Choice magazine

During the period January through March of this year, Choice reviewers and editors added 998 reviews to the *Choice Reviews* database.

Number of reviews as of 27 March 2020: 214,290

Choice Reviews: Subscribing Institutions: 1,038. Registered users: 11,837

Choice magazine: Subscribing Institutions: 786

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					
May					
Jun					
Jul					
Aug					
TOTAL YTD	80,291	587,579	280,128	355,744	98,474

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 Outstanding Academic Titles

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.

Engagement/Choice360.org

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.

Resources for College Libraries

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.

Sponsored Content

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.

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.

Webinars

In the period of January through March 2020, Choice hosted six sponsored webinars, with averages of 1,019 registrants and 384 attendees. The best attended webinar was "Creating References Using Seventh Edition APA Style," (3,329 registrants, 1,113 attendees).

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

Date	Sponsor	Title	Regs	Parts
9/19/2019	ProQuest	How Libraries Can Support Pre-health Students and Advisors	350	148
9/24/2019	Jove	LGBTQ History: Supporting Diversity in Research and Teaching, and Why It Matters	683	260
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	1246	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	3869	1061
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	797	T/C
		TOTAL	16,262	5,395

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 1,500 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.

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

- 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

- 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.

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Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: January 3, 2020–March 25, 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.

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	<div>ACRL membership has decreased 2.86% (294) since August 2019 when membership was 10,260.</div> <table><tr><td></td><td>Jan. FY20</td><td>Jan. FY19</td><td>Jan. FY18</td><td>Jan. FY17</td><td>Jan. FY16</td></tr><tr><td>Total membership</td><td>9,966</td><td>10,576</td><td>10,545</td><td>10,869</td><td>11,074</td></tr><tr><td>Change year over year</td><td>-2.86%</td><td>0.29%</td><td>-2.98%</td><td>-1.85%</td><td>-2.59%</td></tr></table>		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%																																																						
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2. Continue to benchmark and analyze impact of new member outreach program	<div>First-year member renewal rate: Non-conference years are shaded for comparison.</div> <table><tr><th>Year</th><th>1st Quarter</th><th>2nd YTD Quarter</th><th>3rd Quarter</th><th>4th Quarter</th><th>Year to Date</th></tr><tr><td>FY20</td><td>47.8%</td><td></td><td></td><td></td><td>47.8%</td></tr><tr><td>FY19</td><td>47.1%</td><td></td><td></td><td></td><td>47.1%</td></tr><tr><td>FY18</td><td>52.0%</td><td></td><td></td><td></td><td>52.0%</td></tr><tr><td>FY17</td><td>50.8%</td><td></td><td></td><td></td><td>50.8%</td></tr><tr><td>FY16</td><td>53.9%</td><td></td><td></td><td></td><td>53.9%</td></tr><tr><td>FY15</td><td>51.9%</td><td></td><td></td><td></td><td>51.9%</td></tr><tr><td>FY14</td><td>53.7%</td><td></td><td></td><td></td><td>53.7%</td></tr><tr><td>FY13</td><td>56.5%</td><td></td><td></td><td></td><td>56.5%</td></tr><tr><td>FY12</td><td>57.3%</td><td></td><td></td><td></td><td>57.3%</td></tr><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> <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>	Year	1 st Quarter	2 nd YTD Quarter	3 rd Quarter	4 th 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%	FY11	60.1%				60.1%	FY10	63.8%				63.8%
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	<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>																																																																					
3. Benchmark by continuous years of membership	<p>ACRL personal membership distribution for FY20 to date is shown below. <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><1 year</td><td>13</td><td>1,235</td><td><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>ACRL Membership Distribution by Years of Membership: May 2009 vs. March 2020</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><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 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></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%
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11-15	11%	9%																																																																				
16-20	10%	6%																																																																				
21+	16%	12%																																																																				

KPIs	Data																
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>Renewal Analysis FY 18-FY20</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%														

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 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY20 Overall
	Average overall quality assessment	77%	88%			
	<i>* Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.</i>					
6. Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY20 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	88%	93%			
	<i>Note: Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.</i>					

KPIs	Data				
7. Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.				
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	52%	60%		
	<ul style="list-style-type: none"> This includes every evaluation returned, even in a course had only 1 response. 				

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Proposed name, charge and descriptor for Personnel Administrators and Staff Development Officers Discussion Group

Submitted by: Julie Brewer and Michael Crumpton, Co-conveners, ACRL Personnel Administrators and Staff Development Officers Discussion Group

Date submitted: February 4, 2020

Background

The ACRL Personnel Administrators and Staff Development Officers Discussion Group continues to serve an important role for academic library leaders with human resource and organizational development responsibilities. Their current title, descriptor and charge are:

Current Title:

ACRL Personnel Administrators & Staff Development Discussion Group

Current Descriptor:

This group of administrators, who are direct reports to the library director, will meet to discuss topics of interest related to their role within their library and their institution.

Current Charge:

This group of administrators, who are direct reports to the library director, will meet to discuss topics of interest related to their role within their library and their institution. Discussion topics could include: relationship building with the director/dean; assistant/associate librarian's role in library development; developing partnerships across the institution; strategic planning, budgeting, management and/or personnel issues.

However, the current title, descriptor, and charge on the ACRL website no longer reflects the nature of the group, nor its alignment with the ACRL Strategic Goals. Following is a proposed new title, descriptor, and charge:

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

Proposed Title:

ACRL Human Resources and Organizational Development Discussion Group

Proposed Descriptor:

A forum for emerging trends and effective practices related to human resource management and organizational development.

Proposed Charge:

To facilitate the exchange of emerging trends and effective practices related to human resource management and organizational development and to support the network and professional development of individuals with these responsibilities in academic and research libraries. Topics include: recruitment and retention; performance management; organizational climate, culture, and effectiveness; promotion and tenure systems; strategic planning; relationship building with library leadership and across organizations.

Stakeholders

The current membership has reviewed the proposed new title, descriptor, and charge via email, ALA Connect, and in two in-person meetings. No other stakeholders have been identified.

Fiscal and Staffing Impact

Staff will update the online roster and membership materials to reflect the new name, descriptor and charge.

Action Recommended

That the ACRL Board of Directors approves the proposed name, descriptor and charge for the Personnel Administrators and Staff Development Officers Discussion Group.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ 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 and the remainder in hard copy.

Enabling Programs and Services

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

Rationale: Academic library leaders with human resource and organizational development responsibilities are uniquely positioned to help ACRL achieve the 3 objectives related to the New Roles and Changing Landscapes strategic goal:

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

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Updated of charge for the ACRL Research Assessment and Metrics Interest Group

Submitted by: James Morris-Knowler, past convener, Research Assessment & Metrics Interest Group

Date submitted: 02/13/2020

Background

The current charge for the group is incomplete, due to a typing error on my part when I submitted the paperwork for starting the group. We would like the correct, full charge to replace what is currently listed.

- Current charge is: "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."
- Requested updated 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."

Stakeholders

The current and incoming conveners are aware of this issue regarding the listed charge, which everyone agrees should be changed to the full version.

Fiscal and Staffing Impact

If approved, staff will update the online roster and membership materials with the new charge.

Action Recommended

That the ACRL Board of Directors approves the corrected charge for the Research Assessment and Metrics Interest Group.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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Board of Directors Action Form

Request to Establish an ACRL Division-level Discussion Group

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

To: ACRL Board of Directors

Subject: Request to establish the Librarians from Very Small Academic Institutions Division-level Discussion Group

Submitted by: Linda Kramer, Library Director, Martin Luther College, New Ulm, MN
kramerlm@mlc-wels.edu

Date submitted: 1/24/2020

Background

Recent discussions on collib-I have brought to light the unique experiences of libraries from very small academic institutions. While many libraries may consider themselves to be "small," there is still a broad range of what that means.

A question about interest in a group specifically for those from very small institutions (roughly defined as less than ~2000 students and 10 or fewer total library staff) garnered several responses and indicated a need for a group like this.

No budget needs are anticipated; we are merely looking for a space in which to easily converse about the unique benefits and challenges of working in libraries at tiny colleges and universities.

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 Manager for Strategic Initiatives Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Proposed Name, Statement & Leadership

- **Proposed name: Librarians from Very Small Academic Institutions**
- **Proposed statement of purpose:**
To provide a forum for the discussion of issues as they relate to very small libraries, including dealing with small staff, scaling library trends and initiatives to tiny institutions, budget limitations, and other professional topics.
- **Proposed leadership:**
Linda Kramer

Stakeholders

Several librarians from very small institutions have agreed that there is a need for such a group, and the required petition signatures were received within 90 minutes of creating the petition.

Fiscal and Staffing Impact

None anticipated.

Action Recommended

That the ACRL Board of Directors approves the Librarians from Very Small Academic Institutions division-level discussion group with the included statement of purpose.

Strategic Goal Area Supported

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

☒ Enabling Programs and Services

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

ACRL member engagement will be grown by these librarians feeling that they have a place to discuss issues that pertain to their small institutions.

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 Manager for Strategic Initiatives Allison Payne electronically at apayne@ala.org and the remainder in hard copy.



Association of College and Research Libraries

APPOINTMENT ACCEPTANCE FORM

The purpose of this form is to formally confirm your appointment to serve in a leadership role for an ACRL Discussion Group. Please complete this form and submit following the directions below to be added to the official Discussion Group roster at <http://www.ala.org/acrl/aboutacrl/directoryofleadership/discussiongroups/dgs>.

Appointment information

Name: Linda Kramer **ALA ID Number:** 0171673

Institution: Martin Luther College, New Ulm, MN **Email:** kramerlm@mlc-wels.edu

Discussion Group: Librarians from Very Small Academic Institutions

Position (select one): Convener ☒

Term: for a 1-year term (2019-2020)

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 Manager for Strategic Initiatives Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

(Terms begin and end at the close of Annual Conference; the dates in the ALA membership database will be 7/1/19-6/30/20.)

Appointment acceptance

By accepting this appointment, I agree that all working papers and final products of this group are the sole property of ACRL and are not to be used for any personal projects unless written permission has been obtained from the appropriate governing body. I also certify that this appointment does not represent a conflict of interest.

I understand that as part of participation on an ACRL discussion group, my name, telephone number, institutional address, and email address may appear in print or in electronic form in ACRL directories of members.

Linda Kramer

01/24/2020

Signature

Date

Linda Kramer

Print or type name

Submission instructions

The completed convener appointment acceptance form must be submitted with the Board Action Form.

Questions? Contact Lauren Carlton at 312-280-5285 or lcarlton@ala.org for assistance.

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 Manager for Strategic Initiatives Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

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Board of Directors Action Form Request to Establish an ACRL Task Force

To: ACRL Board of Directors

Subject: Request to create the National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force

Submitted by: Mary Jane Petrowski, ACRL Associate Director

Date submitted: April 2, 2020

Background

In late November 2018, Kevin John Fasnacht, Associate Research Scientist, Indiana University Center for Postsecondary Research, contacted the chair of the ACRL Student Learning and Information Literacy Committee to inquire if there was interest in collaborating on a revision to current information literacy module. He worked extensively with ACRL members (notably Carrie Donovan and Rhonda Huisman) on the first version of information literacy module which has been administered by over 200 institutions where over 140,000 students have responded to the module since 2014, indicating substantial use and interest in the module's data. (More information is available at: http://nsse.indiana.edu/pdf/modules/2017/NSSE_2017_Experiences_with_Information_Literacy_Module.pdf).

NSSE revised the module last year to bring it more into alignment with the ACRL Framework for Information Literacy in Higher Education and would like to have the continuing support of ACRL to review the prototype instrument and revise (if needed). The NSSE deadline for completing this work is October 2020. The second phase is an assessment of the collected data, which would begin in the spring/summer of 2021. Because ACRL members were instrumental in helping to create the original module, NSSE would very much like to continue this collaboration.

Proposed Name, Charge & Tasks

Proposed name

National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force

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

Proposed charge:

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.

Specific tasks:

- Review the new pilot module and suggest revisions (if needed) by October 2020.
- Providing feedback on the NSSE data analysis during the spring/summer of 2021.

Proposed Membership

ACRL members who worked on the development of the first information literacy module have recommended having no more than five task force members, making sure that there is at least one representative from each Carnegie Classification.

- No more than 5 task force members (not including Board and staff liaisons), with at least 1 representative from each Carnegie Classification.
- 1 Board liaison
- 1 Staff

Timeline for completion of work

- **Date interim report is due:** 2020 Fall Board Meeting
- **Date final report is due:** 2021 Fall Board Meeting

Stakeholders

The original request from NSSE in 2018 was shared with the ACRL Presidents who encouraged staff to check in with members who had served on the previous task force, with the ACRL Student Learning and Information Literacy Committee, and with the Instruction section. Members of the ACRL Student Learning and Information Literacy Committee did not feel they had the bandwidth to take on this project, so a new task force was appointed in FY18 and those appointees could be approached regarding their interest and availability to serve on this task force.

Action Recommended

That the ACRL Board of Directors approves the National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force division-level task force with the included statement of purpose.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☒ **Student Learning**

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

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Enabling Programs and Services**

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

Fiscal and Staffing Impact

ACRL Associate Director is willing to serve as staff liaison to the task force.

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Framework for Access Services Librarianship

Submitted by: Willie Miller, ACRL Standards Committee Chair

Date submitted: April 2, 2020

Background

In 2017, the ACRL Access Services Interest Group (ASIG) identified a need for a new professional standard focusing on the evolving role of access services librarians. The interest group formed a focus group with the charge of developing such a document for ACRL through an open call. The focus group worked through 2018 to develop a draft of the new framework, issuing calls for comment to the ASIG listserv, CIRCPLUS listserv, Ivies+ Access Services listserv, and RUSA-STARs listserv. The group also held an open meeting during the 2018 ALA Annual Conference and comments were incorporated into the initial draft of the framework by interest group members and other volunteers.

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.

A draft of the new framework was submitted to the same lists for comment and an open session on the draft was held at the 2018 Access Services Conference. Additional comment on the draft was sought from the LLAMA Circulation and Access Services Committee and other experts, as documented in the attached transmittal form. Comments were incorporated into the document, which was sent to the ACRL Standards Committee in late 2019. The Standards Committee approved the Framework for Access Services Librarianship in February 2020, but returned the document to ASIG with a couple of small notes for formatting changes. ASIG completed the changes in early April 2020, and is submitting the final version of the Framework for Access Services Librarianship (Doc 2.4a) for Board review.

Action Recommended

That the ACRL Board of Directors gives final ACRL approval to the new Framework for Access Services Librarianship.

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

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Fiscal and Staffing Impact

If approved, staff will update the ACRL website with the Framework for Access Services Librarianship.

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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

A Framework for Access Services Librarianship: An Initiative Sponsored by the Association of College and Research Libraries' Access Services Interest Group

Final Version, March 2020

Introduction

This framework is a culmination of a three-year effort by Access Services professionals¹ across the United States to define and describe a framework for Access Services librarianship. The ACRL Access Services Interest Group, established in July 2016, produced this work through a multi-step process that began with discussing and drafting a charge (Appendix A). After group discussions at ALA Midwinter in 2018, the IG identified four primary sections for the framework². Subsequently, the group established four focus groups with seven members each chaired by volunteers to address each section. Unedited drafts from each focus group were submitted for additional review and discussion at ALA Annual in 2018, and through the ACRL Access Services Interest Group listserv. This document represents the collective work of these thirty-one individuals along with the feedback, suggestions, and encouragement from Access Services professionals across the country over the past 18 months. This framework should be of interest to academic librarians both inside and outside of Access Services as it intends to help shape, define, and explain the scope of this branch of librarianship as it continues to provide essential services and oversight of core library functions in 21st century college or research libraries. While the concept of Access Services is not new, this framework stands on the works of several individuals, groups, and reports submitted over the last 25 years and is hoped to bring a concrete framework to bear that will continue to build upon, expand, and greater define this specialization for the foreseeable future. This report is faithfully submitted by:

Brad Warren, University of Cincinnati – co-chair of Framework initiative
DaVonne Armstrong, Thomas Jefferson University – co-chair of Framework initiative
Amy Boucher, Harvard University – past recorder of Access Services Interest Group
James Harper, Wake Forest University, Chair of framework section one
Cindy Pierard, University of New Mexico, Chair of framework section two
Jean Thoulag, University of Hawaii Manoa, Chair of framework section three
David Ketchum, University of Oregon, Chair of framework section four

¹ For the purpose of this document, Access Services professionals refers to a broad range of roles including librarians, managers, para-professionals, and support staff.

² Definition; Competencies; Marketing; Professional Engagement

Section 1: Definition of Access Services

“Access services is essential, fundamental and pervasive” (Krasulski & Dawes, 2013).

James Harper (chair), Wake Forest University
Stacey Kemi, Portland Community College
Lara Nesselroad, University of Oregon
Sarah Vaughn, University of Northern Colorado
Kellie Barbato, Palm Beach Atlantic University
Duane Wilson, Brigham Young University
Olivia Hattan-Edwards, Jacksonville University

1.1 Introduction

The field of Access Services is difficult to define and has a scope that often comprises many areas, programs, and services located in a multiple broad areas of academic library services and programs. This section seeks to define Access Services both specifically and broadly. *Specifically*, to chart the traditional and the new areas of work that are often covered by the Access Services umbrella. *Broadly*, in an attempt to provide a succinct statement that can apply across institutions and over time. This section starts by exploring the brief history of Access Services and reviewing the literature. It ends with recommendations.

1.2 History

From the foreword to *Twenty-First-Century Access Services: On the Front Line of Academic Librarianship* (2013), James Neal writes about his experience as Assistant University Librarian at Pennsylvania State in the mid-1980s, and the creation of their Access Services department.

“I recognized the need to bring together the essential but disparate services that enabled our students and faculty to obtain collections, make use of technologies and spaces or take advantage of services provided by the libraries. This early deployment of an Access Services department, in a largely predigital period, addressed the persistent and pressing importance of core user support. The “usability” of the academic library had entered the professional vocabulary, and a focus on “human” objectives like user success, happiness, productivity, and impact, had become more fundamental to library mission.”

Imagine this scenario playing out in libraries across the country, and you have the birth of Access Services.

Thomas Schneiter, in his article *Does Access Services Have a Future* (2002), echoes the thought that Access Services grew from a change in focus within academic libraries. Outside the library world, the importance of the service industry and the emphasis on good customer service was expanding.

Expectations had changed so the library needed to change as well. The library as merely a collection of resources was no longer enough.

Hinting at the “need,” Neal mentions, Schneider points to the gains offered by consolidating the management of several units (i.e., circulation, reserve, stacks) that did not neatly fit under reference. Reduced staff cost was one need met, replacing multiple unit heads with one department head. Another was a more cohesive team, charged with improving and supporting patron access (2002).

From this start, the work of Access Services expanded rapidly to include other existing services and new ones as well. In 1991, shortly after the time period Neal is writing about, the Association of Research Libraries (ARL) did a survey of ARL libraries on the subject of Access Services, and 76 libraries responded. The majority reported that over the last five years the areas of responsibility that fell under Access Services had increased.

Several core services were identified: circulation, stacks maintenance, course reserves, billing, and library security. To this list was added current periodicals, interlibrary loan, photocopy services, microforms, campus delivery, and a general information desk (Steel, 1991). Repeated in 2005, the ARL study showed the addition of even more new services like technology lending, electronic reserves, service to distance learners, and remote shelving (Dawes, et al., 2005).

From the same studies, the evolution of the name “Access Services” is seen. In 1991 40% of the 76 libraries surveyed had a department that included the word “access” (Steel, 1991). In 2005, 81% of surveyed libraries used the term “access”. (Dawes, et al., 2005).

1.3 Literature Review

In 2002, the *Journal of Access Services* published a Q&A with five members of their editorial board. They were asked to define Access Services in 100 words or less. The most succinct definition took only eleven: “Every library activity related to giving users access to relevant information.” Another response pointed to the focus on ensuring and extending access to information. This includes providing a secure environment under the category “ensuring” (Hanson, et al.).

When asked what common concerns linked the variety of services of and units within Access Services, the focus on the customer or patron was primary. “Each activity within Access Services has responsibility for both direct customer contact and behind-the-scenes activities that support the services offered, and staff must be able to operate well in both environments” (Hanson, et al., 2002).

One concept that came up several times in the literature is the idea of Access Services as a bridge or intermediary between the patron and technical services (Hanson, et al., 2002), or the patron and the library as a whole. It is the public face of the library, the first line of contact (McCaslin, 2009).

Regarding specific tasks included under the umbrella of Access Services, it helps to go back to the 2005 ARL study. Of the 77 respondents, all of the following areas were mentioned as being a part of Access Services by at least some of the surveyed libraries:

- Circulation
- Stacks maintenance and shelving
- Billing
- Security
- Entry/exit control
- Reserves (print and electronic)
- Interlibrary loan
- Document delivery (on campus and to distance learners)
- Circulating technology
- Remote shelving ingest and retrieval
- Disabilities services
- Printing and photocopying
- Facilities
- Lockers and study rooms
- Preservation
- Information desk

1.4 Specific Recommendations

The following programmatic areas and services are common in modern Access Services departments. This section is not a detail of the skills and competencies necessary for performing or overseeing this work; there are, however, bracketed notations to the competencies in Section Two listed as appropriate.

1.4.1 Assessment and Quality Control

Assessment and quality control in an Access Services context involves collecting data about how library spaces and collections are used, then looking at the data to make informed decisions. This can be a collaborative endeavor that includes other departments within the library (like technical services and reference) and beyond (campus security, administration, etc.). Some examples of metrics frequently collected and analyzed include gate counts that inform decisions about hours of operation, circulation statistics that help answer questions about collection development and weeding projects, patron demographic information used to tailor services to a specific population (i.e. “Do we serve primarily staff or students with X service and how could we make it better for them?”), and library charges which can be broken down into subsets leading to a review of policies. [2.2.1]

1.4.2 Circulation

Circulation is a primary area of Access Services and involves a broad range of duties related to helping patrons access resources and understand related policies. Broadly, Access Services is responsible for checking out items to patrons and checking them back in when they are returned. Items are also reviewed for damage and completeness at the time of return. Staff work with patrons during these transactions to understand the policies related to checking out any particular item, such as the loan period, overdue fines, and responsible use of the item. Physical items such as books, media, and equipment (laptops, cameras, charging cords, etc.) are circulated as well as items related to spaces and

access like lockers, computer logins, or study rooms. Any resource that is managed, tracked, and available for a specified period of time can fall under the purview of circulation. [2.2.5]

1.4.3 Course Reserves

The course reserves service involves managing and providing access to a collection of materials identified as important for students taking particular courses. Because the items are in high demand and a finite resource, course reserves usually have a short loan period compared to other collections (e.g. hours instead of days). These items can be physical items like textbooks, articles, DVDs, anatomical models, equipment, or slides, or they may be electronic documents, which adds a different set of tasks to providing this service. Items may already be owned by the library, purchased specifically for adoption as a course reserve, or loaned to the library by instructors or departments on a temporary basis. Staff track the life cycle of the items on reserve, physically process items in and out of the collection, and manage the associated bibliographic records for the items. They communicate with the instructors or departments during this process to make sure the right resources are available for students at the right time. For electronic reserves, there are the additional technical tasks of creating, storing, and delivering digital content to users. Copyright management is another component of this service, and staff must consider copyright laws and fair use policies when managing content on course reserve. [2.2.2, 2.2.5]

1.4.4 Document Delivery

Document delivery is a service that provides enhanced access to materials held in the library and usually involves the scanning of journal articles or book chapters for use by library patrons. A patron can request a specific selection, usually using an automated request system, and library personnel will create a usable file that is shared with the patron electronically. Document delivery services may be especially helpful for users of libraries with remote collections, distance education patrons, or multiple branches, where electronic delivery is faster and easier than physical retrieval and delivery. [2.2.2]

1.4.5 Facilities Management/Accessibility

Facilities management is an important focus of Access Services departments. Managing the day-to-day operations of the library includes maintaining physical collections, reserving discrete spaces to patrons, and being present to answer whatever questions may arise. Maintaining facilities includes reporting maintenance issues, receiving and following up with feedback on the facility, understanding how physical space is used and meeting needs as best as possible, and liaising with library and campus maintenance departments. [2.2.6]

1.4.6 General Public Service

Library patrons often ask their questions at the first desk they see, and usually that desk is an Access Services desk; further, many patrons understand that libraries are places that hold information and so will ask general questions at library desks. Because of this, Access Services staff must have a sufficiently thorough understanding of services and resources available throughout not only the library, but also the institution and often the community, to effectively interpret questions and determine whether to answer or correctly refer the question, or both. Answers may require skills in empathy, instruction, technology troubleshooting, internet searching, and code-switching between formal or colloquial languages. [2.2.5]

1.4.7 Interlibrary Loan / Resource Sharing

Interlibrary Loan (ILL) is the process by which libraries share materials with each other, based on specific patron needs, in order to supplement local library collections. Access Services personnel may be tasked with multiple steps in this process, including on the lending side: retrieving requests from an automated system such as OCLC Resource Sharing or Rapid ILL; determining availability and location information for each item; pulling items from the shelves; scanning appropriate selections; creating usable files and uploading them to the resource sharing system; and updating records in the automated ILL system. On the borrowing side, Access Services personnel may be tasked with multiple steps in the process including: reviewing patron requests; verifying citations if needed; determining possible lenders based on a variety of considerations; submitting the request in an automated ILL system; receiving the material; delivering the material or making it available for pickup by the patron. Knowledge of local policies and procedures, systems operations and customization, ILL guidelines and best practices, and copyright law as it applies to resource sharing, may all be required. [2.2.5]

1.4.8 Marketing / Outreach

Access services personnel should be aware of all services provided by the library in order to answer questions, promote services, and educate users. Questions may include where to find an item, where a specific space is located, or where to find a reference librarian. Personnel may also be charged with creating handouts, posters, or other marketing materials to enhance promotion on the front lines. As Access Services employees are often the first individuals users interact with, personnel have a great opportunity to educate users about all the library offers, from promoting interlibrary loan services to making suggestions for collection purchases to taking in feedback on what events or services in which users are interested. This area of work is fully explored in Sections Two and Three. [2.2.5]

1.4.9 Off-Site or Remote Shelving

To alleviate overcrowding of books and people, libraries move parts of their collections to a remote location. Often, Access Services is responsible for managing this space. They handle the initial ingest and shelving of items into the off-site facility. They also provide access to the materials by scanning needed articles or delivering needed books to the main campus. It is inconvenient for patrons to have library materials moved off-site. It is the job of Access Services to mitigate this inconvenience by providing prompt retrieval and delivery. [2.2.1]

1.4.10 Patron Accounts Management

Many of the functions performed by Access Services require an up-to-date database of library patrons. Each patron account in this database is used in numerous ways. For example, it governs what items a patron can check out and for how long, which patrons can access certain online reserves, and which patrons can use interlibrary loan. In some instances, the patron account determines what access the patron has to the library's online resources such as journals and databases. Often, the Access Services department works with other campus entities such as the registrar to maintain the accuracy of this patron database. [2.2.2]

1.4.11 Security/Emergency Management

Because Access Services departments are likely to be open all or most of the hours the library itself is open, staff are likely to be points of contact for emergency or security incidents. While some libraries have dedicated security staff all of some of the time (in which case that staff takes on these duties),

when there are not security staff, Access Services staff must respond to injuries, thefts, disputes, and a variety of other urgent situations by interfacing with police or other campus or security entities, managing patron concerns, and determining whether and when to close all or part of the library. Managing such incidents may require skills in conflict resolution, factual reporting of events, and first aid/CPR, as well as attention to detail and capacity to remain calm. [2.2.4]

1.4.12 Space Management

The Access Services department is often involved in coordinating the use of different spaces within the library building, such as conference rooms, classrooms, and study rooms. This involves developing policies related to proper use of the rooms and procedures for making reservations for the rooms. The access services department also facilitates access to the spaces when groups who have reserved them arrive in the building. Employees in access services are often involved in maintaining the amenities in each space, such as furniture and technology. [2.2.6]

1.4.13 Stacks Maintenance

Stacks maintenance is the process of keeping materials on the shelves in order and usable for patrons. This includes shelving materials in the correct place, monitoring growth patterns, maintaining adequate space to shelve new acquisitions, shifting materials as new growth patterns emerge, regularly reviewing the shelves for correct order, and making recommendations or determinations about areas which may soon outgrow space in order to embark on a weeding strategy. It may also include retrieving materials from the stacks for other processes, and considering areas or items for reassignment to a different shelving location. [2.2.1]

1.4.14 Student Management

While many departments in the library utilize student employees, the access services department is often the most dependent on student employees to keep their operation running, and often employs the largest number of student workers. Student employees in access services perform functions such as checking in and checking out library materials, shelving materials, facilitating access to materials and spaces throughout the library, answering the phone, and answering questions pertaining to library services and resources. Access services department employees coordinate the hiring and onboarding of new student employees, make schedules for circulation desk coverage, and track shifts worked by student employees for payroll purposes. [2.2.3]

1.4.15 System Management

Access services departments may work with systems departments to ensure efficient use and workflow of library technologies. Understanding the various technology interfaces needed for the day-to-day operations of the department (e.g., Integrated Library System (ILS), interlibrary loan management system, course reserves system, library website) benefits both the staff and users. [2.2.2, 2.2.5]

1.4.16 Wayfinding/Signage

An important aspect of facilitating access to library services, materials, and spaces is signage. Access services employees may help design, print, and post signage, sometimes with assistance from the campus marketing department, to assist patrons in locating services, materials, and spaces within the library building, as well as hours for both the building as a whole and for particular services. [2.2.6]

1.5 The Broad View

Early on in this project, Section 1 task force members were asked for first thoughts concerning their charge to define Access Services. The following responses illustrate the challenge of defining and the need to define Access Services:

“I think one of the beauties and the challenges (and possibly the disasters) of the phrase “access services” is that we’ve chosen to call ourselves this incredibly broad name. Is there anything which users want of the library which is not a matter of access?”

“Everything is a matter of access from the library user’s perspective - access to resources, services, spaces. They should not need an intimate knowledge of how the library works in order to get what they need. The task of access services is to fill that need. We are never the ones to say “I’m sorry, you’re in the wrong department.”

So then, what is Access Services? It’s a moving target, not only over time, but from institution to institution. Yet there is commonality. Access Services grew from a desire by libraries to improve the patron experience. Whether it’s front-line circulation or behind the scenes stacks maintenance, Access Services is about making this patron experience the best it can be. Any definition should highlight this.

1.6 A Definition of Access Services

Access Services develops and provides services that connect library users to library resources. Access Services is the primary point of contact for library users. It strives to make the library user’s experience positive and rewarding.

Section 2: Competencies for Access Services Librarians and Managers

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2.1 Purpose

The purpose of this section is to articulate recommended skill sets, training, and best practices for effective management by Access Services librarians and managers. This articulation is of particular interest as librarians and managers in this area are often in a unique situation overseeing complex back-end operations and time-sensitive public service desks with myriad staffing types and levels. In addition, Access Services librarians and managers are often managing front-line services in support of the use of non-traditional collections and services such as media equipment, maker spaces, and technology. Access Services librarians are also collecting data and providing feedback on collection metrics, facilities usage, and assessment initiatives.

2.2 Competencies

Just as the programmatic areas of Access Services are broad, diverse, and changing, so too are the skills needed for successful practice. In addition to core areas such as circulation and stacks maintenance, Access Services is increasingly involved with new services and spaces (see Section 1). All of these areas call upon different management and leadership skills and knowledge, as well as personal attributes and traits. This is not a comprehensive list of Access Services responsibilities and related competencies, nor is it exclusive. Each library is different, but the intention is to cover major commonalities.

2.2.1 Collections and Stacks Management

This area involves managing or working with other library groups to manage activities relating to the maintenance of the library's physical collections, such as shelving and shelf-reading, inventory projects, or large-scale shifts. These activities are frequently a core responsibility of Access Services.

- **Ongoing Collection Maintenance** - Maintaining a library's collections is often the responsibility of Access Services, and managers must have the ability to oversee or coordinate with other library staff to ensure the collection is properly maintained. This may involve shelf reading to confirm items are in their correct location, as well as scanning for and attending to damaged materials (e.g., mold,

pestilence). Maintenance also entails attending to the condition of shelving for the purpose of supporting both access to and preservation of collections.

- **Shift Project Management** - Collection relocation projects are a challenging yet common aspect of work at most academic libraries. Access Services managers must have the spatial abilities to determine current and future collection space needs (to include special formats such as microforms, maps, or special collections), the project management skills to estimate time and staffing needs, and the problem-solving skills to revisit and recalculate variables during projects, something of particular importance to what is frequently an imprecise process. Budgeting (for staff, for supplies, etc.) also comes into play for such projects.
- **Data Gathering** - Given the importance of circulation and acquisition trends to space planning, Access Services managers must have the ability to generate or to work with others to pull reports from an ILS or other key enterprise systems as a means of supporting decision-making.
- **Long-Term Planning** - In addition to routine collection shifts, Access Services managers must have the ability to anticipate and plan for complex projects, which may include offsite facilities, transitional or swing space, and considerations involving everything from preservation needs to access and retrieval strategies. Providing oversight for all aspects of these projects is unlikely to be the sole purview of Access Services, but understanding the issues and working with colleagues to successfully plan for such projects is key.

2.2.2 Leadership

This area involves providing for or influencing the direction of the department and bringing people together to work towards a common goal. This subsection is heavily influenced by the Library Leadership and Management Association's *14 Foundational Competencies* and its emphasis on knowledge, skills, and abilities that are applicable to different settings as well as different career stages. Access Services skills are emphasized where appropriate.

- **Communication** - Access Services interacts heavily with library users and other library staff. It is essential that Access Services managers demonstrate and model people skills and mental flexibility needed to handle complex human interactions and are able to remain calm under pressure. Access Services managers should be able to communicate effectively using multiple methods.
- **Project management** - Like many areas of librarianship, Access Services managers are frequently charged to lead projects that align with departmental or organizational goals. Managers should have the ability to initiate, plan and manage core aspects of projects, ensuring that tasks are completed in a timely fashion, within budget, and in accordance with task/project parameters.
- **Budget** - Access Services budget responsibility varies with institutional setting and may involve funds for collections, staffing, facilities, or projects. Overall, Access Services managers administer the departmental budget, using funds in a manner consistent with the department's goals, following appropriate procedures, and monitoring expenditures. Skills involve the ability to communicate the mission and functions of the department and its budgetary needs, as well as to negotiate, defend, and stay within budget. Proficiency with spreadsheet and budgeting software or other tools is also key.
- **Visionary, solution-focused, and creative thinking** - Access Services managers maintain currency with new approaches to service delivery, emerging technologies, workflows, and developments within libraries and higher education. They strive to connect the "big picture" with everyday practice as well as strategic thinking and planning. They continually seek opportunities to improve practice and to address, solve, or mitigate problems. They recognize and respond to changes in the organization that impact the library.

- **Legal issues** - Access Services managers maintain currency with the legal framework that guides this area of library services to include copyright, privacy, ADA, and others areas of relevance to providing effective, inclusive, diverse, and equitable services. Managers may also require familiarity with education-related legal issues relating to FERPA, Title IX, The Clery Act, etc.
- **Service assessment and impact measurement** - Access Services managers advocate for the importance and value of the services they provide. They regularly review services for the purpose of identifying areas for improvement or enhancement. They are familiar with approaches to service assessment and use data visualization and other tools to convey assessment findings. In addition, Access Services managers are familiar with and provide data on Access Services as required by professional organizations, accrediting agencies, and other bodies. As libraries increasingly work to assess the impact of services on institutional mission and user experience, Access Services managers also review these areas.
- **Employee Engagement** - Access Services is a staffing-intensive area of many college and research libraries, frequently including professional, classified, and student staff members. Access Services managers use various leadership styles to motivate and guide staff to meet organizational goals. They appropriately delegate responsibility and encourage risk taking and creativity among staff. To support effective delivery of interconnected service areas, they are able to implement team-building techniques. They effectively promote teamwork throughout the Access Services staff and seek new activities that promote staff cohesiveness.

2.2.3 Human Resources

This area involves all aspects relating to the departmental personnel. Due to the nature of Access Services work, this area typically involves working with both staff and student employees who may cover very different functions and maintain differentiated schedules.

- **Scheduling** - Access Services frequently holds responsibility for staffing the building from opening to closing, with employees serving as a public face of the library. Access Services managers ensure that critical service points are fully staffed during library's open hours, during extended and holiday hours, and to include opening and closing the building.
- **Hiring** - Access Services managers effectively manage the work of others including recruitment, training, evaluating, and managing performance. They often serve the role as the chair of hiring committees responsible for vetting, interviewing, and selecting new staff.
- **Training** - Access Services managers understand that new staff members require sufficient training in order to effectively perform their job duties and to ensure consistent and equitable provision of services. Additionally, they ensure that all departmental staff receive sufficient training to stay abreast of library changes, improve skills, and are fully equipped to successfully fulfill job duties. When there are personnel issues, it often falls to the responsibility of the Access Services manager to re-train, discipline, create and implement personnel improvement plans, or other effective methods of addressing such issues.
- **Evaluating** - Access Services managers judiciously evaluate and provide constructive feedback to departmental staff on a regular basis. This ensures staff are continuing to meet service expectations and standards, are made aware of any performance issues that need to be improved upon, and encouraged to develop and continue excellent job performance.
- **Developing and reviewing job descriptions** - Access Services managers develop and review departmental positions to ensure they are accurate, thorough, and up-to-date. As library collections evolve, and as services change or expand, managers must have the ability to evaluate the changing

needs of the department and library users in order to rethink and re-design position descriptions when necessary.

- **Defining and delegating tasks** - Access Services managers articulate expected job performance/tasks/duties clearly and effectively to library staff. They create onboarding processes and documentation to define expectations. They maintain awareness of individual staff strengths in order to effectively delegate tasks and ensure service and workflow continuity.
- **Mentoring** - Access Services managers share knowledge and experience with less experienced staff and student employees, as well as peers. In addition, managers dedicate time to one-on-one mentoring and support.
- **Change management** - Access Services managers ensure that their staff are prepared and supported in making changes within a dynamic service environment. This may include changes to policies, procedures, workflows, services, or organizational structure.
- **Professional development** - Access Services managers actively seek professional development opportunities for staff. They encourage and assist staff to share their experiences and ideas with professional colleagues at conferences and other opportunities. They help staff prepare for professional advancement through expanding their skill sets and other methods.

2.2.4 Safety & Security

This area involves overseeing security and emergency preparedness and response to ensure the library is a safe and welcoming place. Access Services librarians, due to their department's front-line service role and the presence of their staff during most or all building hours, are frequently involved with many issues pertaining to safety and security.

- **Composure** - Access Services staff often serve the role of library security, and must approach or interact with individuals to address policy or conduct violations, complaints, or respond to more serious issues such as theft or medical emergencies. Often these situations require decision-making or support from the Access Services manager. The ability to engage in difficult conversations and resolve stressful situations while remaining calm and composed is an essential skill for the Access Services manager.
- **Conflict management** - There are many situations that require library staff to approach or interact with individuals and that potentially involve conflict such as security-related issues, disputes between individuals, or complaints. In these situations, it is essential to utilize conflict management skills including diplomacy, negotiation, mediation, or de-escalation tactics. Access Services managers must not only possess and model conflict management skills, but also ensure they are understood and applied consistently by all Access Services staff.
- **Response/Contingency planning** - Access Services managers are often responsible to lead the library's response to emergency situations. In that role, they should be capable of preparing and planning for a variety of scenarios, training staff to respond accordingly, and communicating evacuation instructions to visitors. The planning process can involve establishing and maintaining appropriate communication with emergency response personnel, designing contingency plans for essential library service delivery in the event of disruption to normal procedures, and leading, training and preparing library staff to participate in and assist with emergency evacuation procedures. Emergency procedures are recommended to be reviewed and practiced on a regular basis, perhaps monthly.

2.2.5 Service

Service delivery and development are core to Access Services as the “front door” to the library. Whether the specific service areas are circulation, interlibrary loan, reference, technology assistance, or something else entirely, this area emphasizes the competencies necessary for leading and supporting successful services.

- **Managing core access services functions (ILL, reserves, stacks, document delivery)** - Access Services managers must be familiar with the core functions of their area within their institutional setting. This may include circulation, ILL, document delivery, course reserves, and stacks maintenance. Managers must be confident in providing direction, oversight, and support to staff who provide these services, as well as drawing from both staff knowledge and user experiences to consider how services might best be delivered.
- **Customer Service/Relations** - As front-line service providers for the library, Access Services must develop proactive customer service internally and externally. Access Services managers must also be skilled with conflict resolution as part of appeal or complaint processes.
- **Marketing and Outreach** - Access Services managers must coordinate with other departments to market and promote services including interlibrary loan and course reserves or course support services. External outreach is important to interlibrary loan which relies on the relationship with other libraries to provide materials to patrons. An introduction to new faculty and students concerning services provided by Access Services assists in the orientation to the library.
- **Workflows** - Access Services managers ensure that workflow procedures are in place for core services such as circulation, ILL, course reserves, and document delivery. Another aspect of this involves working with system librarians or the IT department to ensure software and hardware for service modules are working properly and will support continuity of service.
- **Policies/Procedures** - Policies help to ensure consistent and equitable provision of services. Access Services managers should ensure that policies and procedures provide clear guidance to staff and patrons and are reviewed, revised, and made available as needed.
- **Technology-informed services** - In addition to technology lending, which is now a common service of many Access Services departments, Access Services librarians must frequently develop and manage patron-driven services (e.g., self-check circulation, laptop checkout stations, room scheduling) involving technology as well as managing technology rich spaces (e.g., makerspaces, media studios, etc.). Managers must stay abreast of technology trends and consider how to make full use of appropriate systems to strengthen and improve services.

2.2.6 Space as a Service

Libraries increasingly view space as a service, including the equipment and furnishings within those spaces. Access Services plays a primary role in managing and maintaining a library’s physical settings, and in planning for and assessing how well spaces serve organizational goals. This area also includes developing and managing technology rich spaces (makerspaces, media studios, etc.), and making full use of appropriate systems to strengthen and improve the department’s mission.

- **Facilities management** - As front-line service staff, responsible for maintaining the physical space of the library, Access Services managers must be able to monitor and coordinate all aspects related to maintaining library space from mitigating and reporting plumbing and electrical issues to maintaining and coordinating technology support and maintenance. This often involves coordinating with other departments (e.g., facilities, IT departments, operations etc.) on campus as

well as within the library (e.g., library emergency teams) when needed. Facilities management also involves creating documentation and contingency plans for staff on duty if facilities issues arise.

- **Accessibility of space and resources** - As specialists in access to space and services, Access Services managers should ensure that their spaces and services are accessible to all patrons regardless of mental and physical abilities. This also includes coordinating with other campus units that oversee ADA and Title IX compliance to ensure that service and space is accessible in an equitable way to all users. This skill also applies more generally to making sure that space and service is available during weather events, power outages and any other issues that might make access to library services difficult for library users.
- **Managing equipment and technology** - As libraries move many services to a digital environment, effectively managing physical equipment and technology is essential. Managers support staff in providing services to users as well as support those using library resources. Examples of this are coordinating with campus technology departments to maintain public computers or working with vendors to provide document delivery services or interlibrary loan. This also extends to spaces dedicated to technology such as makerspaces and computer labs.
- **Assessing spaces** - As the modes of accessing services and materials change, so have the way that libraries use their spaces. As front-line staff, Access Services managers are often very aware of how spaces are used and what issues relating to space may be happening. Maintaining this awareness is crucial in making sure that a high level of service is provided to users. Examples of this may include helping conduct space studies, choosing furniture, or helping coordinate special uses of library space.

2.3 Training

Access Services is a broad, diverse, and changing area of librarianship. As is true of other academic librarians, Access Services librarians and managers need opportunities to pursue ongoing learning and skill development. In turn, they should contribute to the advancement of both Access Services and of academic librarianship in general through activities including participation in professional groups and organizations, and collegial and scholarly exchange, including research, publications, and presentations. A detailed exploration of training and development events, as well as service and scholarship opportunities, are covered in Section 4. While participation in training often requires travel expenses, it is worth noting some of the online training opportunities available to Access Services professionals, as well as an overview of how competencies in this field of librarianship relates to various competency statements.

2.3.1 Online Training

In addition to training offered through associations and conferences, there are many online training opportunities covering areas of importance to Access Services.

Multi-Topic Training

- [OCLC Webjunction](#)
Webjunction provides online training for all types of library professionals and library support staff. All resources are free and many are recorded and may be viewed at a later time. Though focused specifically on public libraries, many sessions are relevant to Access Services.

Copyright

- [CopyrightX](#)
Free self-paced online course on copyright offered by HarvardX, Harvard Law School, and the Berkman Center for Internet and Society.
- [Copyright for Educators and Librarians](#)
Online course offered regularly by Duke University and the University of North Carolina at Chapel Hill. Designed to offer a basic introduction to copyright.

Emergencies/Disasters

Several organizations and agencies offer training related to different areas of disaster and emergency planning. [Emergency Management training](#) is offered by the Federal Emergency Management Association (FEMA). The Department of Homeland Security also offers specific [training related to human threat response](#), such as active shooter situations. The Northeast Document Conservation Center offers training related to [disaster response planning](#) for cultural heritage institutions including libraries, archives, and museums.

2.3.3 Relationship to Other Competency Statements

- [ALA's Core Competencies of Librarianship](#)
This foundational document defines the “basic knowledge needed by all persons graduating from an ALA-accredited masters program.” Examples: Foundations of the Profession; Information Resources; Organization of Recorded Knowledge and Information; Technological Knowledge and Skills; Reference and User Services; Research fundamentals; Continuing Education and Lifelong Learning; Administration and Management
- [Professional Competencies for Reference and User Services Librarians](#)
Access Services are frequently on the front lines of helping library users. This document articulates best practices in assisting with basic and research questions. Examples: 5C. interacts with colleagues and others to provide consultation, mediation, and guidance in the use of knowledge and information; 5E. promotes and demonstrates the value of library services through marketing and advocacy; 5F. assesses and responds to diversity in user needs, user communities, and user preferences; 5G. investigates, analyzes and plans in order to develop future services.
- [LLAMA's 14 Foundational Competencies](#)
This document speaks to competencies needed by library leaders in all areas of specialization. Examples: Communication skills; team building; change management; collaboration and partnerships; emotional intelligence; problem-solving; evidence-based decision-making; conflict resolution; budget creation and presentation; forward thinking; critical thinking; ethics; project management; marketing and advocacy.
- [Shaping the Future: ASERL's Competencies for Research Librarians](#)
Not all Access Services librarians work in research libraries, but this document speaks usefully to competencies needed by academic and research librarians. Examples: develops and manages services that meet user needs and support the research library's mission, intellectual curiosity, understands the library within the context of higher education, demonstrates commitment to the values and principles of librarianship.

Section 3 - Marketing and Outreach

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3.1 Introduction

Access Services professionals play a vital role both directly and indirectly in the promotion of academic libraries resources and services. Outreach can be viewed as connecting patrons with the services, resource offerings, and facilities provided by libraries. Marketing expands outreach to a wider promotion of the library and its services, resource offerings and facilities through use of branding, marketing, and public relations techniques.

Access Services professionals serve at direct service points. Data, both qualitative and quantitative, drawn from these service points provide crucial information about users. Moreover, Access Services professionals effectively represent user needs to colleagues and outside communities to eliminate barriers to access and improve services and outreach.

As user liaisons, Access Services professionals strive to identify appropriate methods and platforms of outreach to introduce current and potential users to the full range of collections, services, events, and programs available from the academic library. Access Services professionals can participate in outreach and marketing through tours, events, presentations, publications, social media, and/or other forms of outreach activities. Campus and library events in which Access Services are involved in hosting are often the most popular methods of marketing the library. The task force is charged with developing tools and identifying training opportunities for effective marketing and outreach efforts by Access Services librarians, managers, and staff.

3.2 Literature Review

In *Twenty-first Century Access Services* (2013) Dethloff & Sharpe acknowledge that Access Services staff have a role to play in marketing and branding through signage, pamphlets, emails, library tours, workshops and social media, particularly by ensuring that information is correct and easily interpreted by users. Access Services may also partner with library or campus communication teams (Bartheld & Thompson, 2014; Litsey & Duncan, 2013). However, in survey literature about librarians' roles in marketing and promotion, Access Services is largely invisible (Carter & Seaman, 2011; Polger & Okamoto, 2013). Polger & Okamoto (2013) surveyed members of reference and promotion-oriented listservs. The majority of respondents' job titles included "reference/public services" as well as "instruction" and to a lesser degree "promotion" or "outreach." Carter & Seaman (2011) surveyed a similar audience for their study of library marketing. In both studies, surveys were not sent to Access Services related listservs, although Access Services professionals may have been members of the

surveyed listservs. The May 2018 ACRL-ASIG environmental scan conducted for this framework attempts to address these gaps in the literature, as discussed in the next section.

The most evidenced involvement of Access Services professionals in marketing efforts occurred as part of projects to implement new services or improve existing services (Adams, Ressel & Silva, 2009; Bartheld & Thompson, 2014; Jones et al. 2011; Litsey & Duncan, 2013). Marketing activities ranged from making collections more visible based on front-line staff observations (Jones et al, 2011) to promoting a new service through a variety of channels and events (Bartheld & Thompson, 2014; Litsey & Duncan, 2013). Litsey & Duncan (2013) engaged in a video-based marketing campaign for a new delivery service but also investigated and reduced users' barriers to entry, a blending of traditional marketing techniques with user experience approaches. Technological solutions may be more potent than instruction. Adams et al. (2009) noted a 360% increase in the use of a consortial borrowing service due to "point of need marketing" activities such as moving requests from ILL to the new service.

In a prescient discussion of the "Transformation of Access Services" from an "operations-based functionality to customer-centered services," Chang & Davis (2010) articulated a clear connection between marketing approaches and service design in Access Services (p. 114).

"Access Services managers need to understand how our users respond to services, and utilize the business marketing cycle constructively to create library spaces conducive to users' needs and provide services and equipment that can enhance their learning and research experience." (Chang & Davis, 2010, p. 117)

Observations of front-line staff, customer-behavior studies, and sophisticated data analysis of usage drive service design most relevant to user needs. Access Services professionals engage in outreach to users through excellent service design and in-reach to library administrators through advocacy and communication about user behavior, usage, and trends (Chang & Davis, 2010). Robust analysis of usage data may be a particularly important contribution Access Services can make to marketing and outreach efforts (Bartheld & Thompson, 2014).

In general, marketing and outreach activities may be ad-hoc and distributed in academic libraries. In 2011, an exploratory survey with 100 participating academic libraries was conducted by Carter and Seaman to explore "how academic libraries manage and support marketing and public relations aspect of their services, resources and facilities." In their article *The Management and Support of Outreach in Academic Libraries*, they report the survey revealed that management of outreach often occurs on an informal and ad hoc basis. Only a minority of libraries had dedicated budgets or mission statements, and 43.9 percent utilized a dedicated outreach position. Sixty-two percent of the libraries with a dedicated outreach position hired professional librarians who may have outreach and marketing experience learned on the job. Approximately 20 percent of the 139 respondents in their study reported their library had an outreach committee. Less than 25 percent had mission statements or clearly defined goals for outreach and marketing. They also noted that outreach work in many libraries is shared by all staff members. The survey results also revealed that the most popular methods of outreach were campus and library events followed by blogs and social media.

3.3 The current status: 2018 environmental scan

In May 2018, the ACRL Access Services Interest Group (ACRL-ASIG) conducted an environmental scan using a 15-question survey to gather information on the level of involvement of Access Services staff in

outreach and marketing activities in their library. Ninety-three (93) participants representing academic libraries of various sizes responded to the survey.

Results clearly indicate a gap between Access Services involvement in outreach and marketing activities and the language used in Access Services librarian job titles or descriptions of duties. Overall, 88 percent of respondents reported there is no mention of outreach and marketing duties in their job description while at the same time 84 percent report having these type of duties assigned to them to some degree. Survey responses can serve to indicate that the majority of Access Services professionals are likely to be engaged in conducting outreach and marketing activities to varying degrees.

Seven Access Services librarian job recruitment notices gathered in March 2018 include “outreach” in the job titles and varying degrees of outreach and marketing duties included in the job description. Ironically, one position was advertised as “Access and Outreach Librarian” but had no mention of any outreach duties in the job description (Appendix B).

In 2011, the survey conducted by Carter and Seaman noted that “many hands” are doing outreach and marketing. Similarly, in the ACRL-ASIG 2018 environmental scan survey, 45 percent of respondents indicated having an “active role” in outreach and marketing for their library. An additional 39 percent reported they “*sort of*” have an active role with their “other duties.”

Outreach by Access Services frequently occurs at the core service points- circulation, ILL, reserve desks, or in the stacks. Often this point of need outreach is supported with fliers, pamphlets, maps, directional materials and signage designed by Access Services staff. Access Services staff are tasked to lead faculty and student orientations, design and staff information tables at campus-wide events, plan and install exhibits and displays, and devise and host library based workshops and special outreach programs. To encourage participation in these events, Access Services staff are often tasked with preparing and managing event signage and promotional materials. They can help design bookmarks, flyers and brochures, directional aids, and digital signage in support of scheduled activities and event based services. Other duties sometimes given to Access Services include preparing and managing social media for promoting resources, services, and events.

Access Services professionals may participate as a member of an outreach, marketing or service-based committee, with an ad hoc working group, or in collaboration with other library and campus departments involved in strategic planning and assessment of outreach and marketing.

Ideally, libraries have strategic plans for outreach and marketing that integrate the roles and activities assigned to Access Services professionals. However, according to the result of the 2018 ACRL-ASIG environmental scan, 20 percent of respondents said their libraries do not have formal plans. This is similar to findings in the 2011 and 2013 survey (Carter & Seaman, 2011; Polger & Okamoto, 2013). Access Services professionals need to anticipate and advocate for participation in developing a department level plan along with collaborating with other library groups for a comprehensive outreach and marketing plan for the library.

Access Services professionals who do outreach and marketing tasks face several challenges. As reported in the May 2018 ACRL-ASIG environmental scan, 65% of respondents seem to struggle most with time, 57% reported a lack of a coordinated effort or a strategic plan that outlines outreach and marketing activities for their library, and 48% a lack of assessment strategies to gauge success.

Other challenges Access Services professionals reported include technical skills related to developing creative ideas (39%) and graphic design skills (43%), insufficient outreach and marketing communication channels to users (34%), and using social media skills (20%). Administrative related challenges include a

lack of resources/budget (45%), combined with little or no recognition of the work and value given to Outreach and Marketing by Access Services (31%), and a lack of administrative support (21%).

The range of tools utilized by Access Services professionals was fairly extensive and use appeared to be opportunistic based upon available communication channels or campus resources. Respondents listed both tools utilized in the creation of marketing and outreach materials (i.e., graphic design programs, data visualization programs) as well as channels for marketing and outreach (social media, digital displays, campus listservs). These tools require varying levels of expertise and cost. This response demonstrates the complexity of tools used based on different communication channels and opportunities:

“academic campus email list to faculty, students, etc.; Adobe software and MS Publisher for design; Drupal; WordPress blog; social media tools especially Facebook and Instagram; Qualtrics and Survey Monkey; physical display equipment, e.g. wall-mounted poster holders; whiteboards; pen and paper, sketching; Wiki for tracking advertising team plans and efforts/outcomes.”

3.4 Access Services as a Communications Hub

Access Services librarians are often well placed in an organization to observe and enrich marketing and outreach activities and strategic plans. They have well-established communication pathways between library administration, facilities staff and building managers, evening and weekend staff, student staff, library and campus technology units, departments of public safety, institution event staff, academic department staff, and most importantly library users. As a public service unit, Access Services professionals, particularly front-line staff, are often required to provide point of need information about events, services, and library or campus programs. Access Services professionals can easily observe and interact with students and/or users participating in an activity or using a service, which can provide important support for assessment.

Given this unique position, Access Services professionals have valuable knowledge to contribute to formal strategic plans for services and events, and would benefit from opportunities and dedicated time to participate in plans and activities they are often involved in anyway. Formal training in outreach and marketing would provide Access Services professionals the skills and tools necessary to complete work efficiently and effectively and increase knowledge of assessment techniques. These efforts will inevitably result in better plans, more effective services, better communication between library departments and the public, and reduced confusion and frustration for front-line staff.

3.5 Building a Toolbox for Access Services Outreach and Marketing

To support successful outreach activities and services, Access Services professionals will need to:

- Gain opportunities to participate in strategic planning committees and groups responsible for investigation, development, and improvement of the library’s services and outreach and marketing efforts.
- Advocate internally for the staff support necessary to provide services and hold events.
- Identify, find, and recommend unique services and outreach opportunities, especially based on user feedback.

- Demonstrate the value of services and outreach activities. This can be supported by the use of the routine data gathered at service points and through special outreach activities.
- Participate in assessment activities and present results to internal stakeholders in a variety of formats, including data dashboard and data visualizations.

In support of these, Access Services professionals need opportunities to develop their skills and competencies through training. Familiarity with marketing and outreach tools potentially can make outreach and marketing tasks easier and less time consuming. Training efforts should include a focus on digital tools and communication channels rather than print-based tools. Training recommendations include:

- Strategic planning and assessment for outreach and marketing
- Identifying core services/target groups for outreach and marketing
- Promotion techniques
- Branding and visual messaging techniques
- Style Guides- institutional and/or departmental
- Graphic design
- Creating and using social media for outreach
- Data dashboards and data visualization tools

3.6 Basics for Outreach and Marketing Toolkit

There are many existing library-focused marketing and outreach communities of practice (see links section), as well as non-library and vendor communities (canva.org, Tableau Public). ACRL-ASIG may consider partnering with other ALA/ACRL groups (RUSA, LLAMA, LITA) to raise awareness of Access Services' role and unique contributions in outreach and marketing and highlight these opportunities to its own members.

In addition, ACRL-ASIG should consider hosting "share and tell" events in which Access Services professionals engaged in marketing and outreach share their materials, discuss tools and their learning process. Several of the respondents to the survey indicated they would be willing to discuss their efforts more fully. Finally, as ACRL-ASIG develops the Framework for Access Services, it should consider hosting discussions of emerging trends in Access Services, one of which is a blending of outreach responsibilities into Access Services. (See Appendix B).

The following Toolkit highlights existing resources that may support Access Services outreach and marketing efforts.

3.6.1 Marketing and outreach academic library communities

- [ACRL Library Marketing and Outreach Interest Group](#): a listserv but also a facebook group.
- [ACRL University Libraries, Academic Outreach Committee](#)
- [Marketing with Social Media : A LITA Guide](#). Thomsett-Scott, Beth C. 2018. American Library Association.

- [ALA e-Learning Opportunities](#): RUSA and LITA have both offered recent webinars on aspects of marketing and outreach
- [Marketing](#), in RUSA's Virtual Reference Companion

3.6.2 Planning and Assessment

- Hallmark, E. K., Schwartz, L., & Roy, L. (2007). Developing a long-range and outreach plan for your academic library. *College & Research Libraries News*, 68(2), 92-95.
- Potter, N. (2012). The library marketing toolkit. London: Facet Publishing.
- Wengler, S. (2018). Branding matters: Reimagine your library services. *College & Research Libraries News*, 79(3), 118-121.
- [Tableau Public](#)- a free software for creating interactive data visualizations for the web.
- [Google Analytics](#)- web analytics service offered by Google that tracks and reports website traffic

3.6.3 Graphic Design ideas and tools

- [Ad/Lib](#)- examples of design and advertising work from a variety of library types.
- [Canva](#) - graphic tool for creating a variety of promotional materials. Free and low-cost templates. Librarians can upload their designs for sharing.
- [CC Search](#) - search content with Creative Commons licenses from different databases from independent organizations (Wikimedia Commons, SoundCloud, Google Images, Pixabay)
- [Library Design Share](#) graphic designs by librarians for librarians

3.6.4 Social Media Online Management Tools

- [HootSuite](#)- create, schedule, manage social media posts to multiple media sites
- [Smore](#) - create and manage digital newsletters

Section 4: Professional Engagement Through Writing, Conferences, and Service to the Profession

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4.1 Introduction

Access Services librarians have multiple outlets for participating in and contributing to the profession in their area of expertise through scholarship, professional development, and service. Individual position descriptions and local expectations largely determine the extent to which librarians participate and contribute; however, it is critical that employers encourage and expect their Access Services librarians to contribute to the profession and participate in professional development opportunities as much as possible, and support them in these endeavors. This not only helps ensure their ongoing professional development, but also the evolution, relevance, and impact of Access Services-related technology, workflow, and services within their organizations.

4.2 Writing

Access Services-related scholarship appears in a wide range of forums that vary in scope, from peer-reviewed journals to trade publications, monographs and monographic serials, relevant blogs, online discussion forms (e.g., listservs), etc. Access Services professionals may work independently or collaboratively on research-based, practice-based, or theoretical publications. While they may submit works to any publication or forum, the following are of particular value and interest to Access Services librarianship:

4.2.1 Journal Publications

- [Collaborative Librarianship](#): *Collaborative Librarianship* is committed to scholarly open access publishing and devoted to collaboration across the broadest spectrum of librarianship. The publication highlights all forms of collaboration – within libraries, between libraries, with non-library partners, and with consortia.
- [College and Research Libraries](#): *College & Research Libraries (C&RL)* is the official scholarly research journal of the Association of College & Research Libraries, a division of the American Library Association. C&RL is a bimonthly, online-only publication highlighting a new C&RL study with a free, live, expert panel comprising the study's authors and additional subject experts.

- [College & Undergraduate Libraries](#): *College & Undergraduate Libraries* supports the continuous learning of academic library staff. The journal highlights the strategic foci of undergraduate learning through libraries along with collaborations and connections both on and off campus. Academic library staff benefit from the journal's research-based articles, case studies, reports of best practices, occasional literature or product reviews, and columns or special issues devoted to current topics.
- [Information Discovery and Delivery](#): *Information Discovery and Delivery* covers information discovery and access for digital information researchers. This includes educators, knowledge professionals in education and cultural organizations, knowledge managers in media, health care and government, as well as librarians. The journal publishes research and practice which explores the digital information supply chain, i.e., transport, flow, tracking, exchange, and sharing within and between libraries.
- [Journal of Access Services](#): The *Journal of Access Services* welcomes the submission of research, theory, and practice papers relevant to Access Services in libraries and archives of all types. Access Services is the broad field and collective term of all the services that provide, facilitate, and manage the access of the clientele to the information resources acquired or made available by the libraries or archives with the aim of allowing for easy and convenient retrieval of needed information, utilization of information resources to the fullest extent, and greatest availability of resources to each of the clientele.
- [Journal of Interlibrary Loan, Document Delivery & Electronic Reserve](#): The *Journal of Interlibrary Loan, Document Delivery & Electronic Reserve* provides a forum for the presentation of pure and applied research results, discussion of best practices and review of literature regarding all aspects of library resource sharing. This journal aims to support the widespread and fast paced advancement of library resource sharing by capturing the trials, research, and innovations of librarians and library professionals, both local and international, and delivering news of these endeavors to the benefit of others in the field. The journal encourages submission of scholarly papers on the history, obstacles, and innovations of all manner of library resource sharing and cooperation including, but not limited to interlibrary loan, shared storage facilities, shared virtual services, cooperative training and collection development.
- [Public Services Quarterly](#): *Public Services Quarterly* covers a broad spectrum of public service issues in academic libraries, presenting practical strategies for implementing new initiatives and research-based insights into effective practices. The journal publishes research-based and theoretical articles as well as case studies that advance the understanding of public services, including reference and research assistance, information literacy instruction, access and delivery services, and other services to patrons. Articles may examine creative ways to use technology to assist students and faculty. Practice-based articles should be thoroughly grounded in the literature and should situate the work done in one library into the larger context of the situation.
- [Reference and User Services Quarterly](#): *Reference & User Services Quarterly (RUSQ)* is the official journal of the Reference and User Services Association of the American Library Association. The purpose of *RUSQ* is to disseminate information of interest to librarians in areas such as reference services, collection development, readers' advisory, resource sharing, technology for reference and user services, and other aspects of user services. The scope of the journal includes all aspects of library services to adults in all types of libraries. In response to the nature of our rapidly evolving field, the journal publishes empirical (quantitative and qualitative), theoretical, and historical research and essays as peer-reviewed featured articles.

4.2.2 Listservs

- acr-igas@lists.ala.org
List for the ACRL Access Services Interest Group. For more information and subscription options, see: <http://lists.ala.org/sympa/subscribe/acr-igas>
- ILL-L@occlists.org
Covers all topics relating to interlibrary loan and resource sharing. For more information and subscription options, see: <https://www.oclc.org/forms/internet-subscription.en.html>
- lama-storage@lists.ala.org
List for discussion of all issues related to library storage facilities.
- LIB-CIRCPLUS@PRINCETON.EDU
List covering all aspects of circulation and related access services areas. For more information and subscription options, see: <https://lists.princeton.edu/cgi-bin/wa?A0=LIB-CIRCPLUS>
- safety-l@lists.ala.org
LLAMA list for discussion of safety and security issues in libraries.

4.3 Conferences

There are numerous conferences relevant to Access Services librarians that range in scope from specialty areas to librarianship more generally, and are held at institutional, consortial, state, regional, national, and international levels. Conference attendance provides professional development opportunities for Access Services librarians, as well as a chance to contribute directly to the profession through scholarship and service. Access Services librarians are encouraged to review programs for the following conferences and attend, contribute to, and participate in these events when possible. While attendance to all conferences is understandably not feasible for any one Access Services librarian, and perhaps attendance is not at all possible for some individuals, many conference boards post biographies and contact information for presenters, as well as slideshows, white papers, and/or handouts from each presentation on their websites as an alternative way of accessing information.

- [Access Services Conference](#): The Access Services Conference is an opportunity for individuals working in all areas of access services in academic libraries to gather information and communicate with other professionals about circulation, reserves, interlibrary loan, student worker management, security, and other topics of interest. The conference is held in Atlanta, GA, in early November.
- [Association of College & Research Libraries \(ACRL\) Conference](#)
Held biennially, this conference focuses on all issues relevant to college and research libraries.
- [ALA Annual Conferences and Midwinter Meeting](#): These events have the reputation for being the top educational and networking opportunities for librarians. The networking opportunities have an outstanding track record for bringing long-term professional benefits, including sharing ideas and best practices throughout the field. Attendees can participate in sessions ranging from general applicability to librarianship to specific focus on areas related to Access Services.
- [Back in Circulation Conference](#): This annual conference is hosted by the University of Wisconsin-Madison. Session topics include e-reserves, stacks management, staff management, staff training, staff motivation, keeping up with technology, customer service, diversity issues, and innovation.
- [Circulation Conference](#): The Circulation Conference provides workshops and presentations for circulation staff that benefit professional development and improve performance in the workplace. From these workshops, attendees gain necessary tools to help them become more

productive workers. By meeting with other circulation personnel, this is an excellent opportunity for participants to discuss challenges, issues, procedures, concerns, and success stories.

- [Colorado ILL Conference](#): The CO ILL Conferences offers traditional 45-60 minute presentations, as well as 10-12 minute lightning talks. Presenters include library employees from academic, public, rural, and special libraries and cover topics such as resource sharing best practices, marketing ILL, assessment, workflow enhancement, and more.
- [OCLC Resource Sharing Conference](#): The OCLC Resource Sharing Conference has an extensive program covering topics related to resource sharing software, services, processes, and professional development. This conference is particularly useful for those in the ILLiad, Tipasa, WorldShare Interlibrary Loan, WorldCat Navigator, VDX, Relais ILL, and/or Relais D2D communities.
- [Great Lakes Resource Sharing Conference](#): The purpose of the conference is to with your colleagues from libraries across the Great Lakes region to collaborate, share ideas, and expand your knowledge of resource sharing to better serve your library users.
- [Information Delivery Services \(IDS\) Project Conference](#): The IDS Conference is packed with information and training regarding exciting new technologies and strategies for information access, resource sharing and acquisitions/collection development. Session tracks include ILL/DD, Technology, and Collection Development.
- [International Federation of Library Associations Interlending and Document Supply Conference](#): The Section on Document Delivery and Resource Sharing is the forum in IFLA for libraries and associations concerned with making information in all formats available throughout the world through a variety of resource sharing and document supply techniques.
- [Northwest Interlibrary Loan and Resource Sharing Conference](#): The purpose of the conference is to support librarians and paraprofessionals in public, academic, and special libraries from the Pacific Northwest who have ILL and/or Resource Sharing as a significant portion of their jobs.
- [Southeastern Resource Sharing Conference](#): The purpose of the conference (inaugural, October 2018) is to bring resource sharing professionals from around the Southeastern United States together in order to discuss best practices and common issues in relation to interlibrary loan, document delivery, offsite storage, and shared collections, among other topics.

4.4 Service

Access Services librarians are encouraged to contribute to the profession through service in whatever capacity they are able, focusing to some extent in areas specific to Access Services. While some service opportunities require travel, conference attendance, and/or routine meetings, there are plenty of opportunities to contribute to the profession remotely and asynchronously. Professional service may be provided at consortial, state, regional, national, and international levels, and include, for example, roles on editorial advisory and conference planning boards, as well as within professional organizations and associations. Specific examples of Access Services-related service opportunities may be found by exploring any of the publications or conferences referred to above, as well as relevant organizations and associations.

4.4.1 Professional Associations

- [Association of College and Research Libraries \(ACRL ASIG\)](#)
ACRL provides resources for library professionals who work in an academic setting. ACRL hosts biennial national conferences, and training, publications, and mentorship programs. In addition

to the parent organization, ACRL includes the Access Services Special Interest Group as well as groups for ILL/Resource Sharing. Many states and regions have ACRL-affiliated chapters.

- [Library Leadership & Management Association \(LLAMA\)](#)
LLAMA advances “outstanding leadership and management practices in library and information services.” Many LLAMA communities--Buildings and Equipment, Human Resources, Technology--are relevant to Access Services.
- [Reference and User Services Association, Sharing and Transforming Access to Resources Section \(RUSA STARS\)](#)
RUSA STARS is a community of librarians and practitioners who explore topics in interlibrary loan, document delivery, remote circulation, access services, cooperative reference, cooperative collection development, remote storage, and other shared library services.

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Appendix A

Charge for Framework

January 2018

ACRL Access Services Interest Group Charge to create a Framework for Access Services Librarianship

Introduction:

At a series of ACRL Access Services Interest Group meetings (ASIG, formed 6/2016), discussions have formed and developed around the need to define and promote the importance of access services librarianship. The programmatic areas of access services librarianship are broad, diverse, and expanding as other traditional areas of librarianship also continue to change. Functions such as reference, security, facilities, educational technology, and makerspaces are being added to traditional work such as circulation, stacks maintenance, and interlibrary loan. Access services librarians continue to voice concerns about how to contribute to their institutions in a meaningful way – positively impacting public services, developing new initiatives while still providing traditional library services that are diminished but still exist. The charge of this Task Force is to investigate, make recommendations, and provide guidance in four broad areas of concern to guide practitioners and advocates of this specialty in their work and programmatic development.

Charge:

The Access Services Librarianship Task Force is charged with investigating four broad areas and developing recommendations and best practices. Each focus area shall have a small working group to investigate, discuss, and develop recommendations to broadly answer the questions and issues charged within the focus. Chairs of each focus area will work with the ASIG executive committee to answer questions and ensure deadlines are met.

- **Focus Area 1 - Definition of Access Services.** The field is difficult to define and has a scope that often comprises many areas, programs, and services located in a multiple broad areas of academic library services and programs. The task force is charged with investigating and making recommendations on the definition of Access Services with the goal of clearly stating what it is.
- **Focus Area 2 - Unique Skills required for Access Services.** Access Services librarians and managers are often in a unique situation overseeing complex back-end operations and time-sensitive public service desks with a myriad of staffing types and levels. In addition, Access Services librarians are managing front-line services in support of the use of non-traditional collections and services such as media equipment, maker spaces, and technology. Access Services librarians are also collecting data and providing feedback on collection metrics, facilities usage and assessment initiatives. The task force shall make recommendations on required skill sets, training, and best practices for effective management by Access Services librarians and managers.
- **Focus Area 3 - Marketing and Outreach.** Access Services librarians often oversee and manage core services which, while an essential part of the everyday experience for thousands of

library users, are often not in the highest area of development and investigation by the organization. Access services librarians recognize the importance of effective marketing to library users and possibly the broader community in which their institution is located. They also advocate for staff support necessary to provide these core services while also finding unique outreach opportunities. Access Services librarian, managers, and staff can be a valuable marketing and outreach tool for the academic library. The task force is charged with developing tools and training for effective marketing and outreach efforts by Access Services librarians, managers, and staff.

- **Focus Area 4 - Professional Engagement through Writing, Conferences and Service to the Profession.** Access Services librarians have multiple outlets for engaging with the profession and interacting with other professionals in their area of expertise. The task force is charged with identifying those avenues and making recommendations on the appropriate activities and level of engagement for Access Services librarians in their specialty and the broader field of librarianship.

Timeframe:

It may be more efficient to divide the task force into operational areas of focus. However, because of the broad scope of the task and the need to identify other volunteers, it is expected that the task force will do the following:

- Discuss framework and open questions to determine scope of charge: ALA Annual, June 2017 - Completed
- Determine method of approach and divide up areas of responsibility: September 2017 - Completed
- Identify and recruit other volunteers to work on each Focus Area: October – November 2017 - Completed
- First draft of responses or discussion topics ready for feedback at Midwinter: February 2018 – Delayed. Chairs designated and volunteers assigned in January 2018. Topics to be discussed broadly at February Midwinter meeting. This may delay completion of first draft submission at Annual.
- First draft completed: June 2018
- Revise and review: 2018-2019
- Final Report completed: ALA Annual 2019

Task Force ASIG Executive Committee:

- ASIG Executive Committee

Brad Warren, ASIG Convener, ex officio

DaVonne Armstrong, ASIG Incoming Convener, ex officio

Amy Boucher, ASIG Recorder, ex officio

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Appendix B

Sample Job Descriptions with Outreach and Marketing in job title/job duties.

Access and Outreach Services Librarian

Randolph College
Lynchburg, VA

Reporting to the Director of the Library, the Access and Outreach Services Librarian will manage the library's circulation, course reserves, and interlibrary loan operations for Lipscomb Library. Duties will include supervising 1.75 staff members, training and scheduling approximately twenty student assistants, performing stacks maintenance for the general circulating and video collections, overseeing equipment and facilities management, and **planning outreach activities for faculty**, students, and staff. Additionally, the person selected for this position will provide some reference and instructional services during academic semesters, which will include working a regular evening shift and occasional weekend hours

ChronicleVitalae (March, 2018)

Access and Outreach Services Librarian

University of San Diego
San Diego, CA

The University of San Diego's Copley Library seeks an energetic and enthusiastic individual for a new library faculty position as Access and Outreach Services Librarian. The successful candidate will manage circulation, interlibrary loan, document delivery, San Diego Circuit, copyright clearance permission, reserves, inventory, stack management, building security, disaster preparedness, and billing and collection of overdue fines and lost materials.

ALA Connect (March, 2018)

Access Services & Outreach Librarian

Monterey Peninsula College
Monterey, CA

Monterey Peninsula College (MPC) seeks a full-time tenure track Library Instructor. Under the direction of the Administrator assigned to the Library, and in coordination with the other faculty librarians, this position is responsible for the planning and development of library access and public services at the main campus, satellite centers, and for online programs. Assignments may include day, evening and weekends at the Monterey campus, Marina Education Center, other sites in the community, as well as online services.

Demonstrated ability to **coordinate public outreach, marketing, and library events, workshops, and displays.**

Provide outreach to academic divisions to ensure library collections are current and meet instructional needs.

Manage the acquisitions process for academic materials and access to archives and special collections.

UNC Greensboro Employment Website (March, 2018)

Access, Outreach, & Public Services

Freel Library, Massachusetts College of Liberal Arts
North Adams, MA

This is a full-time benefited position within the AFSCME Bargaining Unit. The Library Assistant collaborates with other staff to offer a variety of services focused on delivering convenient and seamless access to library materials, enhancing the visitor experience, and increasing awareness of library offerings. The Access, Outreach, and Public Services Assistant offers responsive services at the circulation desk; creates a welcoming atmosphere; hires, trains, and supervises student library assistants; organizes stacks maintenance projects and procedures; and assists with student-focused programming and outreach. Responsibilities include collaborating with the Circulation Supervisor to coordinate the daily workflow; participating in the interlibrary loan process; helping to manage the ILS including course reserves; **helping to create library marketing materials**; assisting students in the use of library technologies, including printers, scanners, and the catalog; and assisting the librarians in providing information about library resources and services online, in-person, and through social media.

Simmons University SLIS Jobline (March, 2018)

Access Services and Outreach Librarian

University of Mary Washington Libraries
Fredericksburg, VA

The Access Services and Outreach Librarian supervises staff in the access services unit and coordinates the use of student assistants in circulation and interlibrary loan. The librarian also **coordinates the Libraries' outreach and marketing efforts.** Responsibilities include: coordinating policies and procedures for public services for the UMW Libraries, communicating and interpreting library policies to faculty, staff, and students, and establishing workflow and quality control measures in the Access Services units. The Access Services Librarian is responsible for services in Simpson Library throughout its hours of operation and coordinates with appropriate personnel regarding library security.

Catholic University LIS Jobline (March, 2018)

Circulation and Outreach Specialist

Bowling Green State University Libraries
Bowling Green, OH

The Circulation and Outreach Specialist works to **promote** the Access Services department and the University Libraries (UL) main collection, **encourages patrons to use UL services, and educates current and potential users.** This person will work with other UL departments and the UL Dean's office to promote the main collection and library space and serves as the primary coordinator of student

orientation events on behalf of the UL. The Specialist will create **training materials and opportunities to ensure excellent customer service, create and manage relevant patron education and marketing materials**, and supervise student employees at the desk. Works some evening and weekends and is the primary contact for circulation students when the library is open. This position has many other related duties and is in Bowling Green Ohio.

ALA Joblist (March, 2018)

Outreach and Public Services Librarian for Special Collections & Archive

University of California, Irvine
Irvine, CA

The Outreach and Public Services Librarian is responsible for coordinating instruction, **outreach**, programming, reference, and access services for Special Collections and Archives. Reporting to the Head of Special Collections and Archives, the Outreach and Public Services Librarian provides educational, programmatic, and promotional outreach to faculty, graduate and undergraduate students, visiting scholars, and others whose research, teaching, communications, and learning activities benefit from engagement with Special Collections and Archives. In consultation with the Department Head, the Librarian is also responsible for development and implementation of policies and procedures for reference, duplication, access, and reading room services in Special Collections and Archives in accordance with identified standards and best practices.

As the public services lead for the department, the Outreach and Public Services Librarian is responsible for developing and participating in new and innovative approaches for effective outreach and reference services; managing and performing user education, orientation, and instruction activities for individuals and classes in collaboration with UCI Libraries' subject specialists and the Education and Outreach department; **promoting and marketing Special Collections and Archives initiatives, collections, programming, and services through tours, presentations, publications, social media, and other appropriate means**; coordinating collection management activities including book and periodical processing, stacks maintenance, and other related functions supporting the use of Special Collections and Archives materials in consultation with the Head and departmental staff; serving a lead role in curating and mounting the department's physical and digital exhibits programs and assisting the UCI Libraries Exhibits Program with physical and digital exhibits as appropriate; and serving as the collection development lead for book and serial collections in the department in consultation with the Department Head. The Outreach and Public Services Librarian may participate in donor relations and grant proposals as appropriate.

UC Irvine Employment website (March, 2018)

Below is the general timeframe of what we have done in engaging with the community on this:

2017

- Discussions about need for definition and validation of Access Services specialization arose in Interest Group discussions, specifically after MW2017
- It was decided to create a 'framework for Access Services' from those discussions and a charge was drafted and finalized by Annual 2017
- A call for volunteers to chair and participate in four focus areas was sent after Annual 2017 with chairs and volunteers designated by October 2017

2018

- Executive committee of four focus group chairs, Convener, Incoming Convener, and Recorder met and worked on completing writing assignments by May 2018
- Work on each section was completed by May 2018
- Four separate sections, with no major edits, was sent to the following groups for open comment and distribution with understanding that drafts would be discussed at Annual 2018:
 - ASIG listserv
 - CIRCPLUS listserv
 - Ivies+ Access Services listserv
 - RUSA-STARS listserv
- All comments were received along with an open session at the ASIG meeting at Annual 2018
- Comments were compiled, edits made to each section, and then the Executive Committee worked together to 'stitch' the four sections together into one cohesive document by the Access Services Conference in November 2018.
- The Executive Committee completed this work and submitted the final draft to the same above listservs before the 2018 Access Services Conference.
- The Executive Committee discussed the final draft in the closing session of the November 2018 Access Services Conference with approximately 300 attendees.

2019

- The Past-Convener (Brad Warren) contacted David Free on how to get the document through the ACRL vetting process at MW2019
- Brad Warren sent charge and final draft of document to David Free in July 2019 after Annual 2019

As far as vetting is concerned, the document was:

- Conceived per the wishes of the ACRL Access Services Interest group
- Charge created with ASIG input
- Written by 28 volunteers via call to all relevant Access Services Listservs
- Vetted with same listservs and approximately 3 meetings of the ASIG group in 2017/18
- Final draft sent to same listservs and discussed in closing forum of 2018 Access Services Conference in Atlanta, GA

We are very glad to be submitting this to your committee for review and adoption,

Brad Warren

Associate Dean of Library Services, University of Cincinnati

brad.warren@uc.edu

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:

Section or Committee Submitting:

Submitting Section or Committee Chairperson:

Date of Previous Version:

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):

- ☐ Published in Section newsletter (date) _____
- ☐ Public hearing held **[optional]** (date) _____
- ☐ Letters to "experts" requesting comments: (list names and dates):

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

☐ Other (please list):

Date Approved by Section executive committee (if applicable) _____

Date Approved by Standards Committee _____

Date Approved by ACRL Board _____

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

C&RL News by _____

Other (please list)

From: Derek Dolby ddolby@udel.edu
Subject: ACRL Framework for Access Services Librarianship
Date: January 27, 2020 at 2:21 PM
To: Warren, Brad (warrenb2) warrenb2@ucmail.uc.edu
Cc: Susan R Garrison susan.garrison@rice.edu, Wade, Constance M constance-wade@uiowa.edu, Federico Martinez Garcia fmartin3@uccs.edu, Armstrong, Davonne davonne@upenn.edu

Brad,

The current leadership of the ACRL Access Services Interest Group supports the Framework for Access Services Librarianship.

Sincerely,

Derek Dolby

(Co-Convener, July 1, 2019, to June 30, 2020)

Mr. Federico Martinez-Garcia, JR

(Co-Convener, July 1, 2019, to June 30, 2020)

Susan Garrison

(Incoming Co-Convener, July 1, 2019, to June 30, 2020)

Constance M. Wade

(Incoming Co-Convener, July 1, 2019, to June 30, 2020)

DaVonne R. Armstrong

(Past Convener, July 1, 2019, to June 30, 2020)

February 1, 2020

To the Association of College & Research Libraries Standards Committee:

We, the members of the LLAMA Circulation and Access Services Committee, under the Community of Practice for Technology, wish to express our support for the formal adoption of the “Framework for Access Services Librarians” by the Association of College & Research Libraries (ACRL).

We have reviewed the Framework, and recognize its importance for representing the value of access services and public services to the wider academic library community. The sections within this document express the breadth and depth of services provided by those who practice librarianship in this area, the many responsibilities under the purview of these positions, and a pathway for success for the professional development of Access Services librarians. Further, we believe the information within the Framework is critically important for preparing and assisting those future librarians who would step into this role.

The committee members assert that the “Framework for Access Services Librarians” describes and promotes the standards of excellence expected for practitioners of librarianship in access services. By approving this document, the ACRL Standards Committee ensures that it becomes a living document to be maintained and curated for future relevancy.

We urge your committee to formally adopt the “Framework for Access Services Librarians” document.

Members of the LLAMA Circulation/Access Services Committee

Rameka S. Barnes
Assistant Director, Texas A&M University Libraries

Jessica B. Hayes,
Head of Public Services, Auburn University at Montgomery, Alabama

Stacy Hisle-Chaudri
Director, Ray County Public Library, Kansas

Susan M. Jacobs
Branch Manager, Stark County District Library, Canton, Ohio

Kris Johnson
Head, Learning and Research Services Department, Montana State University

Marti Jean Kallal
Head, Access & Document Delivery Services, UC Santa Barbara Library, California

Meghan Kwast
Head of Collection Management Services, California Lutheran University, California

Sarah McHone-Chase
Head of User Services, Northern Illinois University, Illinois

Shannon Meyer
Circulation Services Manager, Arlington Heights Memorial Library, Illinois

Christopher Moffat

Associate Department Head, Perimeter College, Clarkston, Georgia State University Library

Paul Moffett

Head of Access Services, IUPUI University Library, Indiana

Renna Tuten Redd

Interlibrary Loan Librarian, Clemson University, South Carolina

Jane Scott, Chair

Head of Public Services, University of Portland, Oregon

Nicole Tekulve

Associate Director Library User Experience for Access and Spaces, University of North Carolina, Wilmington

Barbara G. Walters

Executive Director, North Central Regional Library, Washington

January 23, 2020

Re: Letter of Endorsement

To ARCL Standards, Guidelines, and Frameworks Committee members,

This letter is intended to provide you with my professional endorsement of the proposed Framework for Access Services Librarianship: An Initiative Sponsored by the Association of College Research Libraries' Access Services Interest Group (ACRL-ASIG). As a career professional working in the area broadly defined as Access Services for the past 20 years, and as a member of the ACRL-ASIG since it was originally formed, I greatly value the well-researched response to the challenge of defining 'Access Services' for library professionals in any discipline, and at any stage in their career. This framework not only provides needed clarity for the evolving functional areas of expertise that may be involved in an Access Services department, it also serves as a powerful guide and source of inspiration for those interested or leading necessary and ongoing organizational evolution for how we might continue to position ourselves to identify, understand, and proactively respond to user needs at our respective institutions.

I've had the opportunity in my career to meet with practitioners from across the globe and exchange ideas for how we develop our workforces and approach our work in innovative, fiscally responsible, and user-focused ways that resonate with Library and University Administrators. My professional scholarly output has largely focused on workforce development, student employment, service and space design and delivery. I've consulted with a number of practitioners, formally and informally, which has helped inform my view of academic librarianship in general, and my view of how Access Services practices and functions are applied in disparate and similar ways across the profession. At my own institution, Grand Valley State University, we've evolved from a traditional Access Services department with several time-honored library centric approaches to delivering library services, to a department that has taken on and developed expertise in areas of user experience, assessment, user engagement, programming and events, staff development, and inclusion. We take an evidence-based approach to advocating for necessary resources required to meet user needs and have become a respected voice and collaborator amongst other library leaders in our organization, helping to inform decision making, strategic planning and the Libraries mission, vision, and values.

I find this framework to be the most well-informed and articulated resource that might be made available to those interested in learning more about what Access Services entails and what it might be like to be a professional serving in this complex and evolving area of librarianship. Furthermore, it serves as a point of inspiration for those exploring what might be possible, and a guide to perhaps inform 'how might we?' The context provided in this



framework is specific enough to help individuals develop and inform localized practices, yet broad enough to help them imagine new ways into the future. I strongly recommend it be adopted, and give it my fullest endorsement.

Best Regards,

A handwritten signature in black ink, appearing to read 'Brian Merry', with a long, sweeping horizontal stroke extending to the right.

Brian Merry
Head of Operations and User Services
Grand Valley State University Libraries
Grand Valley State University
merrybr@gvsu.edu
616.331.2624

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Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 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.



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: 2nd 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 2nd 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%
Total Revenue	1,071,989	1,075,483	3,494	0.33%	926,280	149,203	16.11%

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%
TOTAL SUBSCRIPTIONS	528,021	546,215	18,194	3.45%	513,615	32,600	6.35%

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%
TOTAL DIRECT EXPENSES	1,039,670	980,766	58,904	5.67%	1,132,663	151,897	13.41%

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.

Period Ending January 31, 2020

ACRL 2nd Quarter FY20
Budget Report

	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%

Period Ending January 31, 2020

ACRL 2nd Quarter FY20
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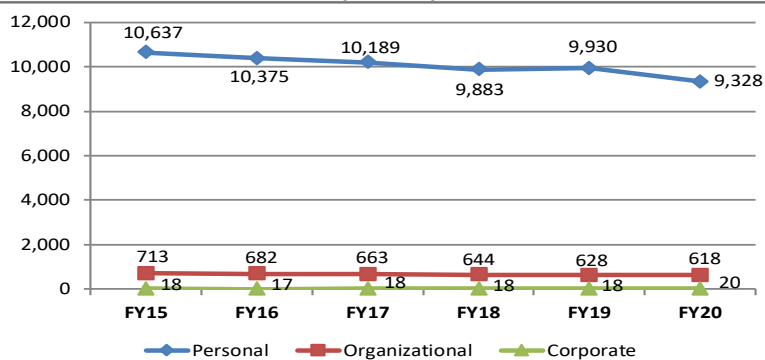
	A	B	C	D	E	F	G	H	I
117									
118		FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
120		2nd Quarter	Budget	Jan. Actual	Budget	Budget	Jan. Actual	Year Actual	Year 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.								
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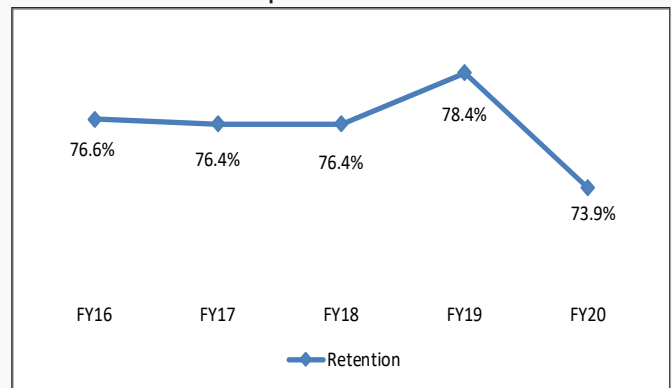
ACRL Dashboard Metrics

Membership

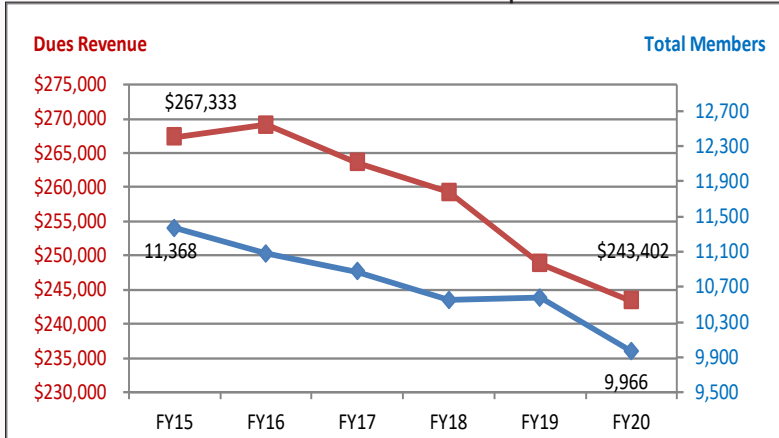
1. ACRL Membership Composition FY15–FY20



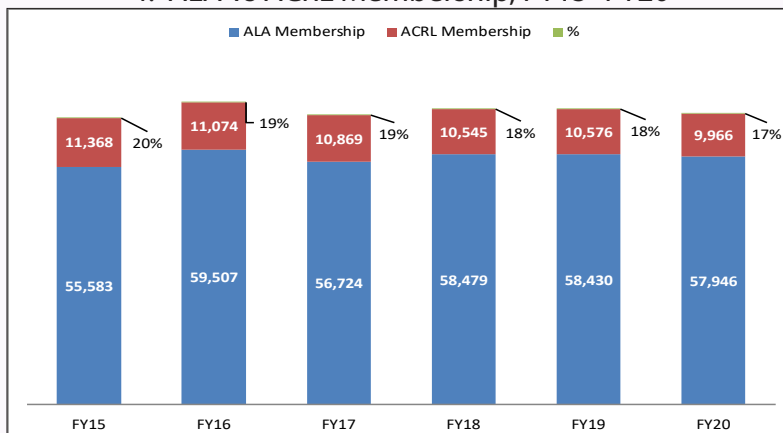
2. YTD Membership Retention Rates FY16–FY20



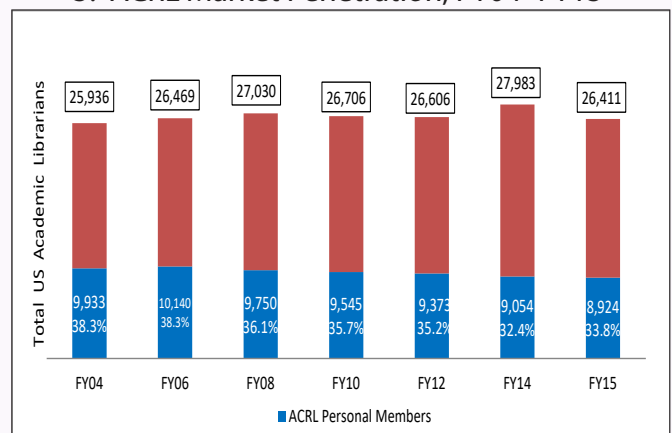
3. ACRL Dues Revenue & Membership FY15–FY20



4. ALA vs ACRL Membership, FY15–FY20



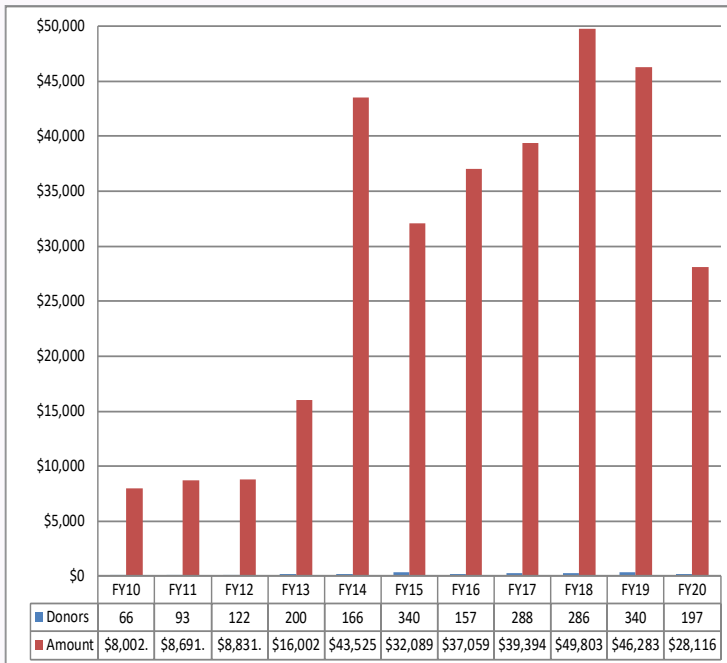
5. ACRL Market Penetration, FY04–FY15



Charts 1-3: FY20 based YTD January 2020. Chart 5: based on 2015 IPEDS data.

Friends of ACRL

6. Friends of ACRL Donors & Donations

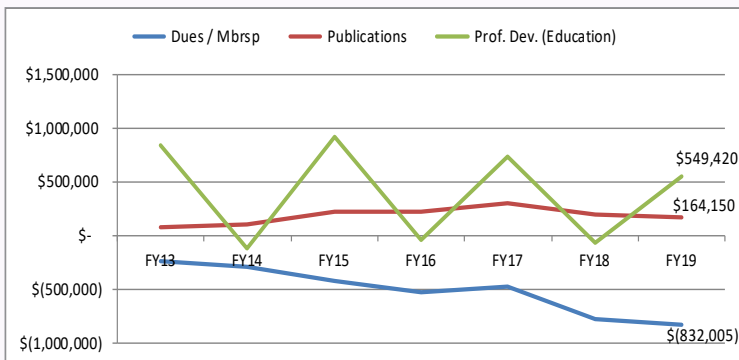


FRIENDS
OF ACRL

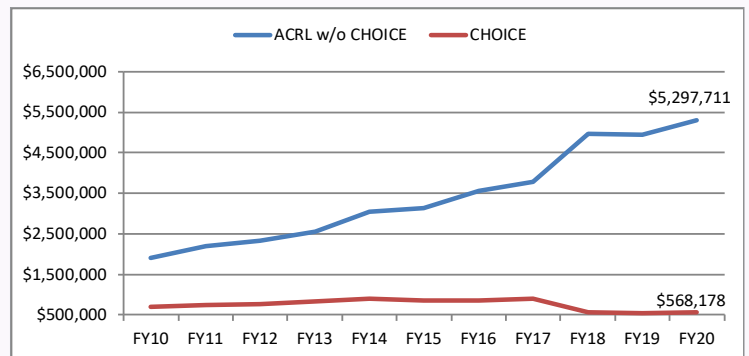
Chart 6: FY20 based on data through March 19, 2020.

Budget

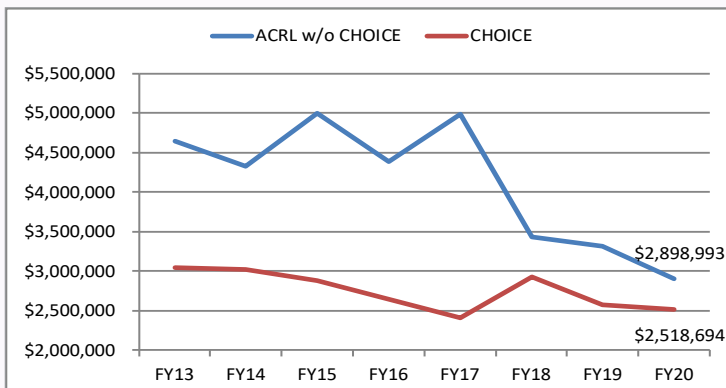
7. Net of Business Lines



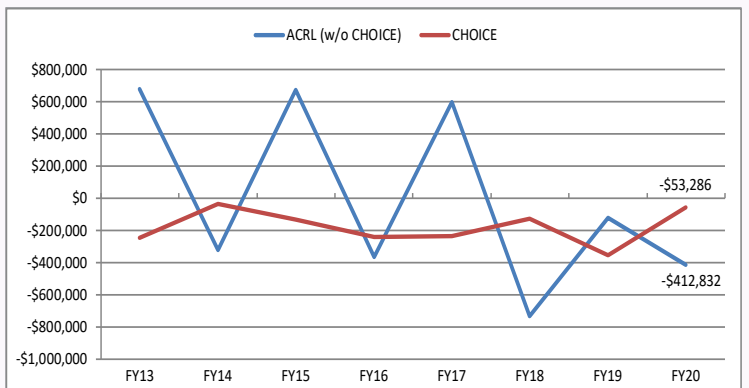
8. LTIs ACRL (inc. award endowments) & CHOICE



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.



Annual Conference 2019

Leadership Council & Membership Meeting

AGENDA

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

1:30–1:35	1.0 Welcome & Introductions	Mary Ellen K. Davis ACRL Executive Director
1:35–1:40	2.0 President's Annual Update	Lauren Pressley ACRL President
1:40–1:45	3.0 Vice-President's Annual Update	Karen Munro ACRL Vice-President
1:45–1:50	4.0 Questions from the Membership	Lauren Pressley
1:50–2:50	5.0 Equity, Diversity, and Inclusion: How to be an Ally #3.0, #3.1, #3.2, #3.3, #3.4	Anne Phibbs Strategic Diversity Initiatives
2:50–3:50	6.0 ALA Reorganization #2.0 The Steering Committee on Organizational Effectiveness (SCOE) team will present possible new models for ALA structure solicit feedback on strengths/weaknesses of each.	Lessa Kanani'opua Pelayo- Lozada SCOE Chair Jim Meffert Tecker International
3:50–3:55	7.0 ACRL 2019 & ACRL Scholarship Campaign	Beth McNeil ACRL 2021 Conference Chair
3:55–4:00	8.0 Closing Remarks & Opening General Session	Lauren Pressley

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

Documents

Full packet can be downloaded here: <http://bit.ly/2InXTDJ>

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



Midwinter 2020

VIRTUAL LEADERSHIP COUNCIL

AGENDA

Thursday, January 16, 2020 • 2:00 – 3:30 p.m. central

[Zoom Login](#)

2:00–2:03 p.m.	Welcome & Introductions	Mary Ellen Davis ACRL Executive Director
2:03–2:10 p.m.	President's Update	Karen Munro ACRL President
2:10–2:15 p.m.	Vice-President's Update	Jon E. Cawthorne ACRL Vice-president
2:15–2:35 p.m.	ALA Steering Committee on Organizational Effectiveness (SCOE) #2.0, #3.0	Lessa Pelayo-Lozada Steering Committee Chair Emily Daly, ACRL Board Steering Committee Member
2:35–3:00 p.m.	Advancing ACRL's Plan for Excellence and Core Commitment to EDI. Updates from ACRL Goal-Area and EDI Committee #1.0	Derrick Jefferson, Chair Equity, Diversity & Inclusion Committee Jolie O. Graybill, Chair Erin Smith, Vice-Chair New Roles & Changing Landscapes Committee Nathan Frank Hall, Chair Charlotte Roh, Vice-Chair Research & Scholarly Environment Committee Nicole E. Brown, Chair Alex Hodges, Vice-Chair Student Learning & Information Literacy Committee

		Amanda L. Folk, Vice-Chair Value of Academic Libraries Committee
3:00–3:05 p.m.	Making the ACRL 2021 Conference Call for Participation more inclusive #4.0	Beth McNeil, Chair ACRL 2021 Conference
3:05–3:25 p.m.	Breakout Groups	Karen Munro ACRL President
3:25–3:29 p.m.	ACRL 2021 Scholarship Campaign	Lori Goetsch, Chair ACRL 2021 Campaign
3:29–3:30 p.m.	Closing remarks	Karen Munro ACRL President

Following the virtual meeting, please complete the online evaluation.

Documents

Doc 1.0	ACRL Plan for Excellence
Doc 2.0	Steering Committee on Organizational Effectiveness (SCOE) Forward Together Report
Doc 3.0	PLA-ACRL Response to SCOE recommendations
Doc 4.0	ACRL 2021 Call for Participation

Q1 I attended the ACRL Virtual Leadership Council Meeting on Thursday, January 16, 2020.

Answered: 75 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes - I attended the full meeting.	62.67%	47
Yes - I attended some of the meeting.	18.67%	14
No - I did not attend the meeting.	18.67%	14
TOTAL		75

Q2 We are sorry that you were unable to attend the January 16 virtual meeting. To help us plan for the next Leadership Council, can you please let us know why you were unable to attend (check all that apply)?

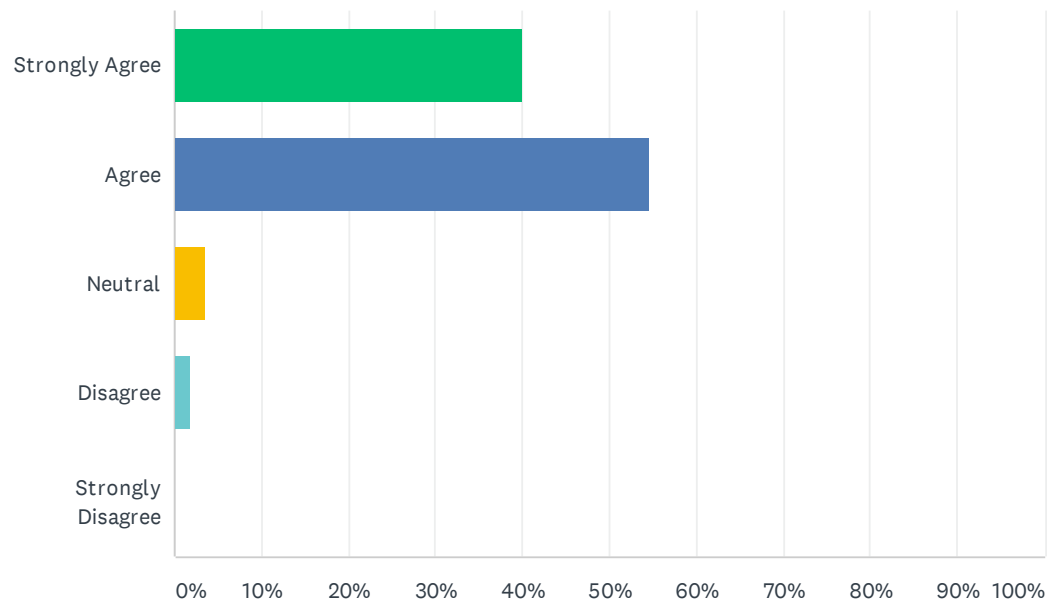
Answered: 14 Skipped: 61

ANSWER CHOICES	RESPONSES	
Unavailable due to a scheduling conflict.	85.71%	12
I am in a time zone where the meeting was held during non-working hours.	7.14%	1
I do not like virtual meetings.	0.00%	0
I prefer to not use the Zoom software.	0.00%	0
I could not access the meeting due to technical difficulties.	0.00%	0
I registered, but never received the login URL.	0.00%	0
Other (please specify)	21.43%	3
Total Respondents: 14		

#	OTHER (PLEASE SPECIFY)	DATE
1	Could not attend but listened to the recording	1/22/2020 7:39 PM
2	Actually, the time zone confused me. It would be helpful TO LIST ALL TIME ZONES so we don't assume that it is in our time zone even though it says CST.	1/17/2020 11:32 AM
3	I am a new incoming convener to an interest group. I was unclear how to prioritize this meeting because I was not sure, frankly, why I was invited. I thought maybe an error? It seemed like an important meeting for those in maybe higher roles? I was unclear. I did have a meeting with my boss scheduled at the same time, but I even would've changed that if I understood the purpose of this group, and why I was included. Thank you	1/16/2020 4:06 PM

Q3 Overall, attending the Virtual Leadership Council was a good use of my time:

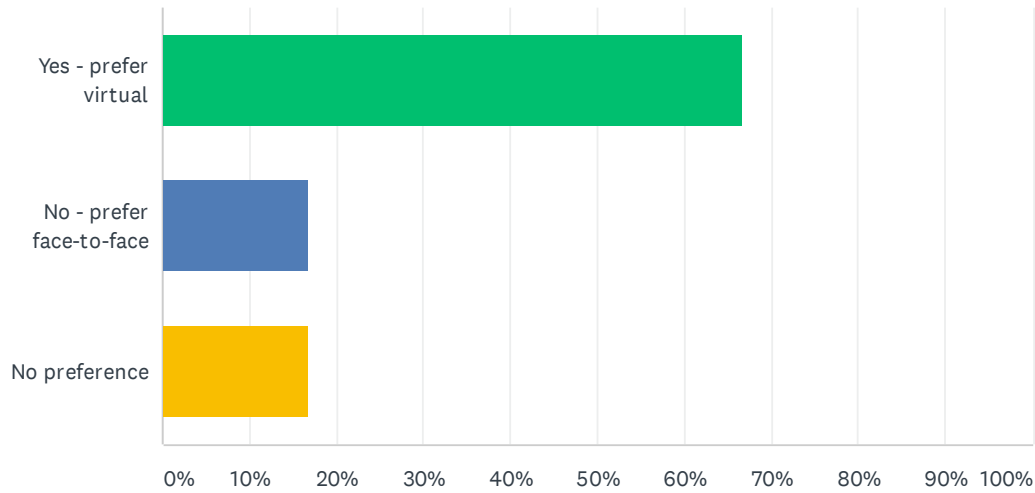
Answered: 55 Skipped: 20



ANSWER CHOICES	RESPONSES	
Strongly Agree	40.00%	22
Agree	54.55%	30
Neutral	3.64%	2
Disagree	1.82%	1
Strongly Disagree	0.00%	0
TOTAL		55

Q4 I preferred having the Midwinter 2020 Leadership Council virtual:

Answered: 54 Skipped: 21

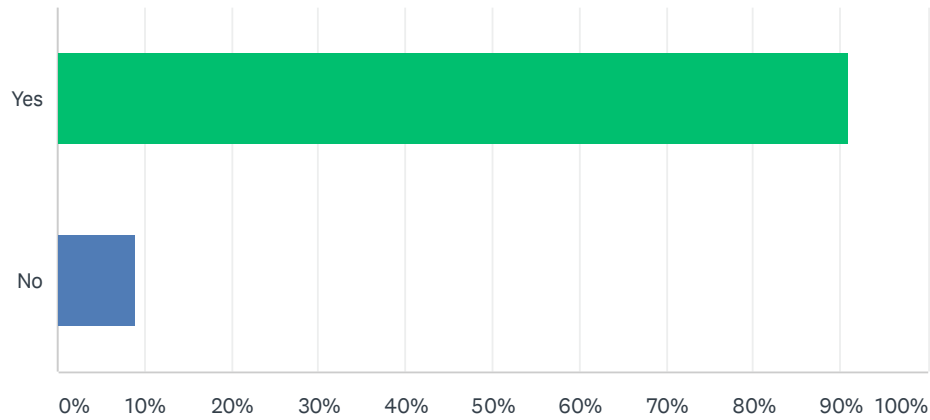


ANSWER CHOICES	RESPONSES	
Yes - prefer virtual	66.67%	36
No - prefer face-to-face	16.67%	9
No preference	16.67%	9
TOTAL		54

#	OTHER COMMENTS	DATE
1	I prefer face to face, but that means another day (\$) at Midwinter or Annual	2/10/2020 9:59 AM
2	The virtual meeting went very smoothly and was well organized	2/10/2020 9:48 AM
3	I prefer face-to-face but I am not going to be at Midwinter so having a "virtual" event was very thoughtful.	1/17/2020 9:17 AM
4	Good job prepping the materials and keeping things moving/on-time.	1/16/2020 4:04 PM
5	good practice/process for future when ALA MW might be quite different	1/16/2020 3:59 PM
6	There are things I like about in-person, but this went pretty well	1/16/2020 3:59 PM
7	However, going to this AND Midwinter next week feels like a bit too much.	1/16/2020 3:56 PM
8	the virtual meeting was fine. And the breakout rooms worked well, even though there was a bit of delay getting into the rooms.	1/16/2020 3:38 PM
9	That said, it's nice to meet f2f once in a while. Appreciate the concept of the breakfast in Philly.	1/16/2020 3:38 PM

Q5 Do you feel that the main objectives of the meeting were clear?

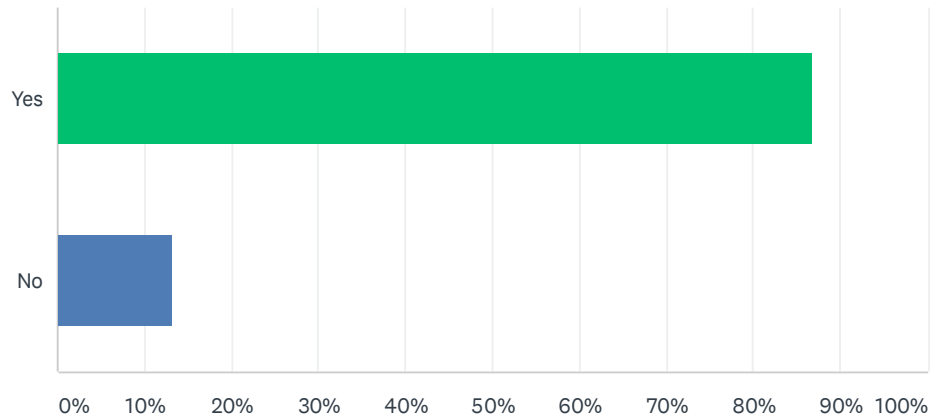
Answered: 55 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	90.91%	50
No	9.09%	5
TOTAL		55

Q6 Do you feel we accomplished the main objectives of the meeting?

Answered: 53 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	86.79%	46
No	13.21%	7
TOTAL		53

Q7 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 54 Skipped: 21

ANSWER CHOICES	RESPONSES	
We covered topics in a timely manner.	77.78%	42
Did not have enough time to cover material.	22.22%	12
TOTAL		54

**Q8 In regards to the meeting overall, consider the following statements.
On a scale of 1-5, where (1) means "Strongly Agree" and (5) means
"Strongly Disagree" please rate the statements below.**

Answered: 54 Skipped: 21

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL
All agenda topics were of interest to me.	30.19% 16	60.38% 32	5.66% 3	3.77% 2	0.00% 0	53
The documents supported the meeting agenda.	42.59% 23	48.15% 26	9.26% 5	0.00% 0	0.00% 0	54
Leadership Council provides an important opportunity for me to connect with other ACRL leaders in a virtual environment.	38.89% 21	44.44% 24	16.67% 9	0.00% 0	0.00% 0	54
I found the ALA Steering Committee on Organizational Effectiveness (SCOE) update to be informative.	47.17% 25	37.74% 20	11.32% 6	3.77% 2	0.00% 0	53
I found the updates on the ACRL 2021 Call for Participation & ACRL 2021 Scholarship Campaign to be informative.	40.74% 22	46.30% 25	9.26% 5	3.70% 2	0.00% 0	54
I appreciated hearing from ACRL committee leaders.	53.70% 29	38.89% 21	3.70% 2	3.70% 2	0.00% 0	54
I appreciated hearing from ACRL officers.	57.41% 31	38.89% 21	3.70% 2	0.00% 0	0.00% 0	54

Q9 Please answer the following questions if you serve in an ACRL leadership role. In regards to your role as an ACRL leader, consider the following statements. On a scale of 1-5, where (1) means "Strongly Agree" and (5) means "Strongly Disagree" please rate the statements below.

Answered: 49 Skipped: 26

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
I feel a responsibility to support the Board of Directors in leading the association by continuously participating in the work of the leadership.	57.14% 28	30.61% 15	12.24% 6	0.00% 0	0.00% 0	49	1.55
I would like time at Leadership Council to be used to learn more about ACRL activities.	30.61% 15	51.02% 25	18.37% 9	0.00% 0	0.00% 0	49	1.88
I would like time at Leadership Council to be used for enhancing my skills as a leader.	14.29% 7	32.65% 16	38.78% 19	14.29% 7	0.00% 0	49	2.53

Q10 ACRL Leadership Council typically has convened twice a year at Annual and Midwinter. As ALA plans to sunset its ALA Midwinter Meeting, ACRL elected to pilot a virtual Leadership Council for Midwinter 2020. What is your preference for future Leadership Councils (check all that you prefer)?

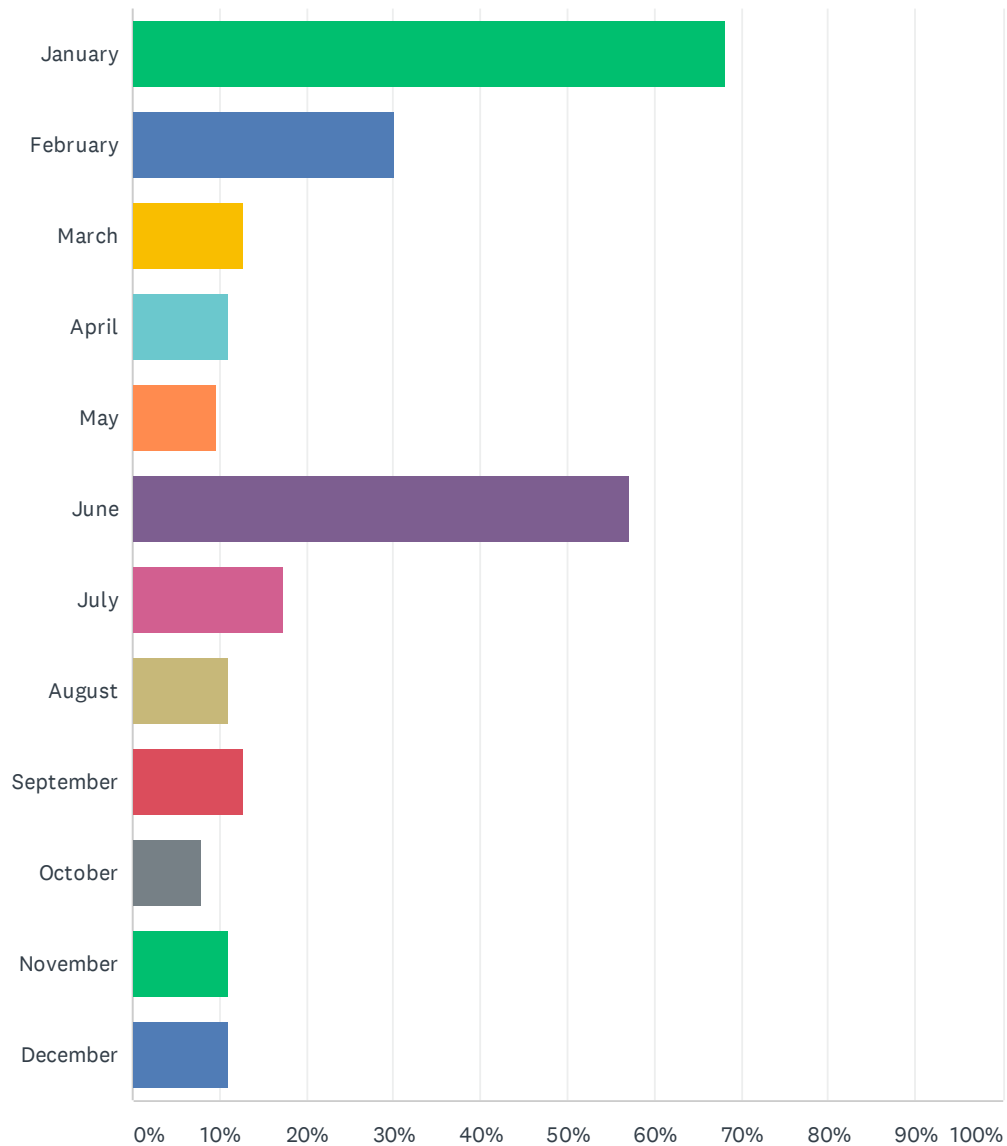
Answered: 68 Skipped: 7

ANSWER CHOICES	RESPONSES	
Two meetings should be face-to-face.	2.94%	2
Two meetings should be virtual.	26.47%	18
1 meeting should be face-to-face and 1 should be virtual.	60.29%	41
ACRL should only hold 1 meeting and it should be face-to-face.	4.41%	3
ACRL should only hold 1 meeting and it should be virtual.	1.47%	1
I have no preference.	10.29%	7
I have no preference.	0.00%	0
Other (please specify)	13.24%	9
Total Respondents: 68		

#	OTHER (PLEASE SPECIFY)	DATE
1	I think it's important to offer virtual for those who are unable to meet face-to-face.	2/10/2020 3:09 PM
2	I am perfectly happy to participate virtually as needed, but I do appreciate the advantages of in-person conversation and hope that ACRL will continue to look for opportunities to bring librarians together for in-person conversation in a variety of settings.	2/10/2020 10:34 AM
3	Two meetings with virtual simultaneous	1/22/2020 7:41 PM
4	I think the future is virtual. We could do 2 virtual meetings and also do 1 in-person at Annual as a transition (repeating/amplifying virtual content.)	1/22/2020 11:29 AM
5	the virtual meeting is probably more inclusive and cost effective, but I do enjoy getting together face-to-face. I won't really be able to answer this question until after the ACRL leadership breakfast so that I can see if I still get the same level of connection out of that.	1/17/2020 9:46 AM
6	ACRL should hold one face-to-face leadership meeting at annual, and do 2 virtual meetings	1/17/2020 8:08 AM
7	Any time the Leadership Council can be gathering, meet face to face, but allow for a virtual meeting for those not attending either before or after.	1/16/2020 4:19 PM
8	Not exactly sure about this group's work, so unable to answer how best to hold the meetings.	1/16/2020 4:07 PM
9	I think we'll get more diversity in leadership roles by having the meetings be virtual.	1/16/2020 3:40 PM

Q11 Going forward, which month(s) would you like to meet for Leadership Council (select all the apply)?

Answered: 63 Skipped: 12



Q12 Please use the slider to indicate your preference for meeting type.

Answered: 50 Skipped: 25

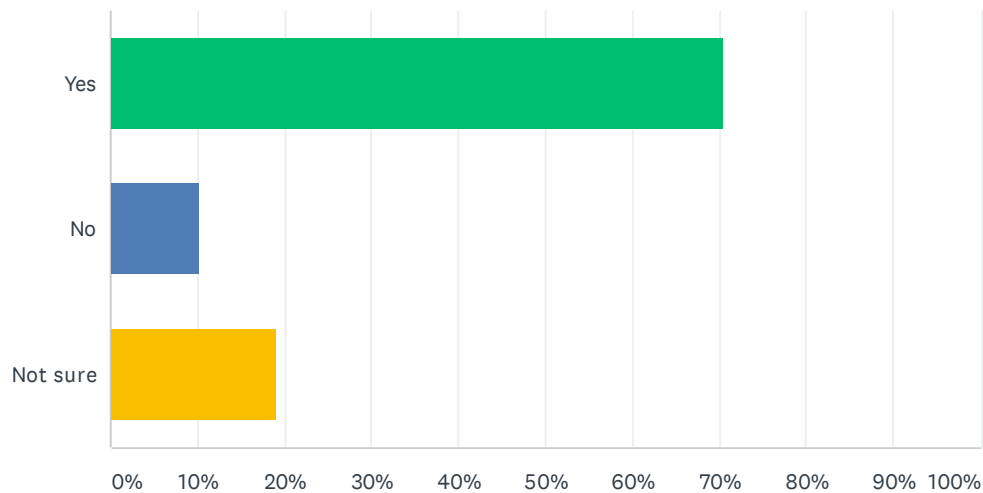
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
0 = virtual; 10 = fact-to-face	4	184	50
Total Respondents: 50			

#	0 = VIRTUAL; 10 = FACT-TO-FACE	DATE
1	2	2/10/2020 4:58 PM
2	1	2/10/2020 1:12 PM
3	0	2/10/2020 12:10 PM
4	1	2/10/2020 10:36 AM
5	3	2/10/2020 10:34 AM
6	7	2/10/2020 9:46 AM
7	5	2/10/2020 9:45 AM
8	1	2/10/2020 9:43 AM
9	7	2/6/2020 4:14 PM
10	7	2/6/2020 4:13 PM
11	2	1/27/2020 12:25 PM
12	7	1/23/2020 12:00 PM
13	1	1/22/2020 11:47 AM
14	2	1/22/2020 11:29 AM
15	5	1/22/2020 10:36 AM
16	1	1/17/2020 10:29 PM
17	7	1/17/2020 2:56 PM
18	7	1/17/2020 11:44 AM
19	0	1/17/2020 11:33 AM
20	0	1/17/2020 9:52 AM
21	5	1/17/2020 9:46 AM
22	10	1/17/2020 9:18 AM
23	1	1/17/2020 8:41 AM
24	7	1/17/2020 8:01 AM
25	2	1/16/2020 9:07 PM
26	3	1/16/2020 8:04 PM
27	0	1/16/2020 7:10 PM
28	1	1/16/2020 5:37 PM
29	2	1/16/2020 4:48 PM
30	6	1/16/2020 4:19 PM
31	10	1/16/2020 4:07 PM
32	4	1/16/2020 4:06 PM
33	2	1/16/2020 4:06 PM
34	3	1/16/2020 4:05 PM
35	3	1/16/2020 4:05 PM
36	2	1/16/2020 4:01 PM
37	4	1/16/2020 4:00 PM

38	6	1/16/2020 4:00 PM
39	2	1/16/2020 3:57 PM
40	5	1/16/2020 3:56 PM
41	0	1/16/2020 3:53 PM
42	10	1/16/2020 3:53 PM
43	4	1/16/2020 3:52 PM
44	3	1/16/2020 3:51 PM
45	3	1/16/2020 3:51 PM
46	3	1/16/2020 3:51 PM
47	7	1/16/2020 3:49 PM
48	2	1/16/2020 3:40 PM
49	4	1/16/2020 3:38 PM
50	4	1/16/2020 3:38 PM

Q13 I plan to attend the 2020 ALA Annual Conference in Chicago in June 2020.

Answered: 68 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	70.59%	48
No	10.29%	7
Not sure	19.12%	13
TOTAL		68

Q14 For the 2020 ALA Annual Conference, the ACRL group that I serve on plans to meet:

Answered: 68 Skipped: 7

ANSWER CHOICES	RESPONSES	
Virtually	20.59%	14
Face-to-face at Annual	30.88%	21
Blended meeting (face-to-face and virtual) at Annual	22.06%	15
Both - Will hold two meetings (one virtual & one face-to-face)	4.41%	3
Not sure	22.06%	15
TOTAL		68

Q15 I plan to attend the 2020 ALA Annual Conference, even if my ACRL group is not meeting face to face because: (check all that apply)

Answered: 50 Skipped: 25

ANSWER CHOICES	RESPONSES	
I have other non-ACRL committee service/obligations	52.00%	26
I want to keep up with new products and service as at the exhibits.	38.00%	19
I want to attend content sessions, e.g., forums, discussion groups, etc.	64.00%	32
I want to network.	60.00%	30
Other (please specify)	20.00%	10
Total Respondents: 50		

#	OTHER (PLEASE SPECIFY)	DATE
1	I am unable to attend Annual	2/10/2020 3:10 PM
2	Unable to attend physically this year but could if virtual	1/22/2020 7:42 PM
3	I like the location, Chicago.	1/22/2020 2:20 PM
4	The conferences give me librarian energy!	1/17/2020 9:19 AM
5	Presenting	1/16/2020 4:49 PM
6	I may not be able to attend ALA annual even though my group is meeting face to face because of other work obligations that will likely prevent my attendance.	1/16/2020 4:20 PM
7	I am one of those people that hates to see everything just go virtual. It is so different in terms of our profession, networking, etc to attend in person at least once in a while. My ACRL section has gone all virtual, and I don't even know the people on the calls. I have basically dropped out when I used to really look forward to seeing the people.	1/16/2020 4:08 PM
8	not applicable	1/16/2020 4:05 PM
9	ACRL booth	1/16/2020 3:51 PM
10	unsure of attendance	1/16/2020 3:50 PM

Q16 Please list one thing that you found most valuable about the Virtual Leadership Council.

Answered: 43 Skipped: 32

#	RESPONSES	DATE
1	overview of leader responsibilities	2/10/2020 5:00 PM
2	Hearing what other committee groups are doing.	2/10/2020 3:12 PM
3	The update from SCOE. I had heard some about what was happening but didn't realize the extend of the changes. This has more urgency after the ALA budget situation came out during midwinter (I followed it through twitter)	2/10/2020 12:19 PM
4	Leadership Updates	2/10/2020 12:05 PM
5	Updates to keep me current on the happenings of the association.	2/10/2020 10:28 AM
6	SCOE and committee updates	2/10/2020 9:51 AM
7	Updates on ACRL initiatives.	2/10/2020 9:49 AM
8	The update on SCOE and Future Forward	2/10/2020 9:48 AM
9	More people could probably attend	2/6/2020 4:15 PM
10	The breakout groups	1/27/2020 12:26 PM
11	Ideas for future progress	1/22/2020 7:43 PM
12	Updates	1/22/2020 12:00 PM
13	The breakout discussion was interesting. I would like to know more about what will happen with that information.	1/22/2020 11:50 AM
14	I think it opened up the event to more people who can't otherwise participate because they don't attend conference/meeting.	1/22/2020 11:32 AM
15	President's update	1/22/2020 11:01 AM
16	Hearing from the ACRL president	1/17/2020 10:30 PM
17	Trying the break out groups was very helpful for visualizing how small group work can still fit within a virtual setting. I was also pleased by the number of people who were able to attend who normally can't/don't come to conference.	1/17/2020 4:44 PM
18	information provided was relevant to ACRL goals.	1/17/2020 12:39 PM
19	The updates	1/17/2020 9:59 AM
20	The break out groups and reports - really all of it.	1/17/2020 9:54 AM
21	Seeing and hearing our officers and leaders.	1/17/2020 9:28 AM
22	Being able to hear directly from leadership about the goings on of the division. Honestly, if this was face to face, I probably wouldn't have attended. Opting in virtually allows for lower stakes as a viewer.	1/17/2020 8:43 AM
23	Hearing from the president and president-elect about their priorities and important changes/issues	1/17/2020 8:02 AM
24	Hearing about what is going on across the Association; it can be hard to keep up.	1/17/2020 7:29 AM
25	We got a lot of information in the time allotted. The meeting seemed to stay on track for the most part more efficiently than the face to face.	1/17/2020 7:09 AM
26	The SCOE update was especially valuable. I appreciated all of the detail provided despite lack of time.	1/16/2020 9:09 PM
27	Breakout was great	1/16/2020 8:05 PM
28	Ability to meet even if we cannot travel	1/16/2020 5:37 PM
29	Updates and discussion of impact of new or recent changes or activities	1/16/2020 4:50 PM
30	I was not able to attend. But I wish I could have. I'm sure it was filled with great information.	1/16/2020 4:22 PM
31	Condensed, high-level updates to wide-reaching committee work	1/16/2020 4:10 PM

32	This is the first year I've been able to attend the Leadership Council, since my committee meets online and I don't have the funds to make it to ALA. I highly valued having this on online, and getting to learn more about ACRL Leadership Council in general!	1/16/2020 4:08 PM
33	Updates from all of the goal areas and SCOE.	1/16/2020 4:06 PM
34	I found the breakout surprisingly effective, even if it did take a moment to get it going.	1/16/2020 4:06 PM
35	Updates from president Karen, in particular, but also from the committees.	1/16/2020 4:04 PM
36	The updates	1/16/2020 4:03 PM
37	I thought the committee updates, update on SCOE, President's update and EDI update were all really good.	1/16/2020 4:00 PM
38	The Zoom format was excellent	1/16/2020 3:58 PM
39	SCOE update Scholarly Communications Update	1/16/2020 3:56 PM
40	The breakout was very interesting. It was nice to chat with a small group.	1/16/2020 3:55 PM
41	SCOE	1/16/2020 3:53 PM
42	I liked the breakout session so much!	1/16/2020 3:44 PM
43	Updates from Committee Chairs	1/16/2020 3:43 PM

Q17 Please list anything you would change about the Virtual Leadership Council.

Answered: 39 Skipped: 36

#	RESPONSES	DATE
1	more hyperlinks on agenda to corresponding documents	2/10/2020 5:00 PM
2	Nothing, it was fine.	2/10/2020 3:12 PM
3	This sounds weird but I think it might be better to be a little longer. This would allow for more Q&A or breakout groups for discussion items. Maybe even solicit some questions in advance?	2/10/2020 12:19 PM
4	Nothing	2/10/2020 12:05 PM
5	Not sure yet -- this was the first one, and it went off without a hitch. The breakout was good conversation, but a little rushed due to time constraints.	2/10/2020 9:51 AM
6	Reports went way too fast to keep track of. I'm not sure if slides were shared at the start or prior to the meeting but might be helpful, especially with 80 documents to sift through while watching the slides change	2/6/2020 4:15 PM
7	The committee reports got rather monotonous; documents should be provided more in advance	1/27/2020 12:26 PM
8	If we are doing discussion groups, I would have allotted more time to them.	1/23/2020 12:03 PM
9	Limit speakers to short bullet points- a bit long	1/22/2020 7:43 PM
10	I would have liked to get the agenda and materials sooner. I did not have a chance to review them before the meeting, so felt a little lost at times. Agendas and other materials provided 1 week in advance would be ideal.	1/22/2020 11:50 AM
11	More time for breakout group discussion and return to large-group (no time for follow-up, comment sharing, or even final agenda items.)	1/22/2020 11:32 AM
12	The time for the breakouts was too short and not enough time to report back to the whole group.	1/22/2020 11:22 AM
13	Small groups didn't work well	1/22/2020 11:01 AM
14	More clear agenda and objectives	1/17/2020 10:30 PM
15	The initial introductions in the chat box didn't work as well as I'd like - they went past so fast that I still didn't really have a sense of who was in the meeting. Maybe having a separate document with the leadership of all the groups?	1/17/2020 4:44 PM
16	sometimes there is too much information at one meeting. specially when it is virtual.	1/17/2020 12:39 PM
17	I thought the breakout room feature was great, but there were clearly a few people who were reluctant to speak. I think as long as each room has a good facilitator (and my guess is that this was designed, but I was only in my own room so I didn't see), it will be effective.	1/17/2020 9:59 AM
18	I wish the documents had been sent out earlier so I could be more prepared. Our breakout group had this issue, too with a few folks having not had a chance to think ahead of time and being unsure how to contribute in the moment. I think prep is especially important to feel like virtual time is being used well.	1/17/2020 9:54 AM
19	It was nifty to know about the option for break-out sessions but I wasn't ready and was embarrassed at my contribution to the discussion.	1/17/2020 9:28 AM
20	It's hard to keep people on time and sticking to a schedule but that's the case whether face to face or virtually.	1/17/2020 8:43 AM
21	Don't try to do so much! It felt very rushed, the Q&A was very difficult online since we had 80 attendees	1/17/2020 8:02 AM
22	Not sure break out rooms are necessary. That's a little more awkward virtually than face to face	1/17/2020 7:09 AM
23	Perhaps breaking it down into more than one part to make it more feasible to attend during a weekday.	1/16/2020 9:09 PM
24	Nothing	1/16/2020 8:05 PM
25	More time to discuss issues in small groups	1/16/2020 5:37 PM
26	Unknown. Did not attend.	1/16/2020 4:22 PM

27	N/A	1/16/2020 4:10 PM
28	Instead of letting people ask questions in the chat, you could also consider using Zoom's "hand raising" feature, where people raise their hands and then you let them talk? That could make it feel more like an in-person meeting, but it might also take more time.	1/16/2020 4:08 PM
29	Slides to be included in the packet (or sent at the beginning of the meeting).	1/16/2020 4:06 PM
30	Perhaps have something for participants to do while waiting to be moved to the small breakouts. Perhaps individual reflection on the questions we'll be discussing as a group?	1/16/2020 4:06 PM
31	Maybe a little more time for the group work and then back to full group.	1/16/2020 4:04 PM
32	I thought that format worked well... no changes come to mind.	1/16/2020 4:03 PM
33	I'm not sure the breakout sessions were that good but it did give a couple of people a chance for input.	1/16/2020 4:00 PM
34	More time after the breakout rooms	1/16/2020 3:58 PM
35	not sure at this time	1/16/2020 3:56 PM
36	Nothing I can think of.	1/16/2020 3:55 PM
37	Still learning about time management in a virtual environment but did pretty well considering this was the first time out. Lost about 1/3 of the participants before the breakout sessions.	1/16/2020 3:53 PM
38	Nothing.	1/16/2020 3:44 PM
39	I think we lost people for the breakout sessions, but a good attempt. Perhaps some info about how this will happen provided in advance would help.	1/16/2020 3:43 PM

Q18 What topics would you like to cover at future Leadership Council meetings?

Answered: 26 Skipped: 49

#	RESPONSES	DATE
1	Advocacy efforts	2/10/2020 3:12 PM
2	I'm not sure if it's the right body for this, but I think we need more clarity on the budget - how is ACRL impacted by what is happening with ALA? I also wonder about conversation on twitter that people might not be renewing their membership and what could be done.	2/10/2020 12:19 PM
3	Information about opportunities for leadership for those interested in learning more and moving up as leaders either in their organizations or in the association.	2/10/2020 10:28 AM
4	Leadership development	2/10/2020 9:51 AM
5	Opportunities for breaking down silos between sections, interest groups, and committees	2/10/2020 9:48 AM
6	More on OER and information literacy	1/22/2020 7:43 PM
7	Streams of change for ACRL and ALA. Changes to the profession and the association--trends in membership preferences, institutional support, etc. leading us to be a smaller, more focused organization.	1/22/2020 11:32 AM
8	Strategic priorities/action updates	1/22/2020 11:01 AM
9	We may need to talk more about what the changes to Midwinter meeting will have on how our groups engage with each other and our broader membership.	1/17/2020 4:44 PM
10	I like hearing about the Forward Together initiative, but I have some concerns about its implementation. I understand that the changes are member driven and supported by data, but I don't understand how the governance structures in place will be dismantled. I've never served on or had interest in serving on ALA Council and I haven't read its bylaws, but I would assume that for it to go away that it would have to vote itself out of existence. If ALA has the authority to dissolve Council without such a vote, it risks strong criticism and even derision, ridicule, and disillusionment. I would appreciate a session on how the transition will actually take place.	1/17/2020 9:59 AM
11	Everything was valuable and it really helped me keep up with what is happening in ACRL leadership conversations.	1/17/2020 9:54 AM
12	The SCOE presentations never help me understand how ALA will be under the new plan. I'd be glad to have somebody explain in black and white and not in jargon. Also, I'd like to hear about where ALA staff is being housed. Thinking of past meetings: I've liked concrete information about what constitutes equal treatment of all staff. It's good to be reminded, even if we are supposed to know.	1/17/2020 9:28 AM
13	--	1/17/2020 8:43 AM
14	SCOE	1/17/2020 8:02 AM
15	I like the updates from ACRL committees and leadership. A speaker on a topic could be interesting too.	1/17/2020 7:09 AM
16	Sorry, no time to spend on this right now.	1/16/2020 8:05 PM
17	Similar to the topics at today's meeting.	1/16/2020 4:22 PM
18	Unsure	1/16/2020 4:10 PM
19	Scholcomm, EDI, and Value are already my top 3.	1/16/2020 4:03 PM
20	SCOE will continue to be an important topic.	1/16/2020 4:00 PM
21	leadership development	1/16/2020 3:58 PM
22	I believe the topics covered were good and provided an opportunity to hear of the work being done throughout the association.	1/16/2020 3:56 PM
23	The topics covered today were relevant. if there are new issues or initiatives that surface in the future, I would like to hear about them.	1/16/2020 3:55 PM
24	Continued coverage of SCOE	1/16/2020 3:53 PM
25	SCOE; EDI; ACRL updates.	1/16/2020 3:44 PM

Q19 Please provide any additional feedback you feel was not captured previously.

Answered: 19 Skipped: 56

#	RESPONSES	DATE
1	NA	2/10/2020 3:12 PM
2	I feel like the meetings go too quickly and felt this way about the in person ones as well. We have these big topics to think/talk about and then only 5 or 10 minutes to brainstorm as a group. I almost wonder if there could be an informational meeting first and then the next week or shortly after a meeting specifically focused on breakout groups and discussion	2/10/2020 12:19 PM
3	I am not sure who I am actually representing or to what end! My post is through ALCTS as their rep, but was appointed by ACRL. I don't have anyone to report back to at ALCTS about this committee and the report for ACRL is for a committee I do not sit on (It is the Committee on Cataloging: Description & Access; Kerry Ward has not made any attempt to reach out to me to help fulfill my committee duties)	1/23/2020 12:03 PM
4	The ACRL Virtual World Interest Group meets monthly in virtual worlds. Low cost professional networking	1/22/2020 7:43 PM
5	Unfortunately, I was unable to attend due to a conflict. However, I would prefer virtual meetings to save money and time. Meeting conflicts are a way of life. It just depends on the priority of the moment.	1/22/2020 2:23 PM
6	Is there a mechanism for leaders to provide feedback and information about their experience as chairs? I see some issues that I think could/should be addressed and don't know if there is a formal process.	1/22/2020 11:50 AM
7	Staff did a terrific job supporting this new format, and the breakout group idea was creative and (I hope) effective.)	1/22/2020 11:32 AM
8	I felt it was a very good first try at a virtual meeting and participants seemed to appreciate that we tried it.	1/17/2020 4:44 PM
9	I love Zoom compared to other meeting products but I just can't handle being expected to pay attention to chat and other things flying at me while I am trying to pay attention to the main things. Too many inputs for my brain.	1/17/2020 9:28 AM
10	Put all time zones in the email, not just CT	1/17/2020 8:02 AM
11	I wish there was a primer, or a mandatory welcome session made available to members who are new to ACRL Leadership. Its confusing to those who are new.	1/16/2020 4:22 PM
12	Face-to-face meetings seem to be better at creating lasting impressions and connections. I remember things and people better when I'm attending face-to-face. However, virtual meetings allow more people to participate (including me--limited travel budget for F2F meetings).	1/16/2020 4:10 PM
13	I thought this was an EXCELLENT first run at a virtual Leadership Council. Nicely done!	1/16/2020 4:06 PM
14	ACRL staff are always so prepared, so flexible, so knowledgeable that it is a pleasure to be a part of any programming they facilitate. Today was no exception. From Elois' fine work managing the technology, to Mary Ellen and others' quick answers thru chat, to Margot making my darn slides for me....I will be forever spoiled by my ACRL experience and ever-critical of other organizations I might be involved with. Thank you.	1/16/2020 4:04 PM
15	Special shoutout to Elois for a great job.	1/16/2020 4:00 PM
16	Thanks so much for an excellent event!	1/16/2020 3:58 PM
17	I liked the fact that each presenter got their time on the stage, as it were, and we moved on. Often at in-person meetings, audience questions can pull us off into tangents. I appreciated hearing the speakers without having to listen to questions that may not be relevant.	1/16/2020 3:55 PM
18	None.	1/16/2020 3:44 PM
19	The packet was long and I didn't have time to read the whole thing-- I'd very much appreciate some summaries (though of course I'll take a look at the full documents when I have a chance)	1/16/2020 3:40 PM

A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

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2. [Current Organizational Values of ALA](#)
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 1. [Purpose and Scope](#)
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9. [Annual Conference and Midwinter Meeting](#)
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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.

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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.

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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.

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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.

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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, Divisions 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.

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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.

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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.

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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.

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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.

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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.

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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.

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EBD #12.31

2019-2020

TO: ALA Executive Board

RE: Steering Committee on Organizational Effectiveness (SCOE)

Action Requested/Information/Report:
Update on activities of SCOE

Draft Motion:
No motion proposed – informational only

Date: January 28, 2020

Requested by: Lessa Kanani'opua Pelayo-Lozada, Chair, SCOE

Background:

The Steering Committee on Organizational Effectiveness (SCOE) is pleased to present an update of its activities.

Forward Together Report

After the board convened in October for its Fall meeting, *Forward Together* was shared with members in mid-November on ALA Connect. Since mid-December, the report can also be viewed on the *Forward Together* website (forwardtogether.ala.org). Other than the timeline, the report itself has not significantly changed. Attached is an executive summary of the report for reference.

Committee on Organizations (COO) and Constitution & Bylaws Committee (C&B)

The Board approved *Forward Together* to be further analyzed by COO and C&B. This analysis is to include a determination of what areas of the Constitution and Bylaws and the structure of the organization will be affected by the recommendations in the report. An update will be provided to the board at its spring meeting.

Eli Mina, ALA Parliamentarian, conducted a review of ALA's Bylaws. His report is attached.

New Committee

In Spring 2020 a new committee(s) of members and staff will be established and appointed to carry on the work of SCOE and *Forward Together*. This work will include testing and piloting certain parts of the model and evaluating its success as well as more in depth analyses of its potential impacts on members and the organization.

Timeline and Framework

SCOE is developing preliminary timelines and frameworks for each part of *Forward Together*. This information will be passed along to the new group.

Executive Summary

The Steering Committee on Organizational Effectiveness (SCOE) is proud to present *Forward Together* which aims to create a vibrant and effective organization that supports libraries and library workers. Relying on input from thousands of members and data about ALA membership and finances, SCOE has worked since early 2018 to develop and refine a package of recommendations to members. *Forward Together* aligns with the streams of change already underway within ALA related to finances, real estate holdings, technology and staffing.

Forward Together proposes this once-in-a-century opportunity to modernize the governance structure—not through incremental tweaks, but through evidence-based structures for improved member engagement and effective governance. This will help lower barriers to member engagement, increase individual member impact, and widen the pool of potential leaders.

Board of Directors

The Executive Board will be known as the Board of Directors and will be directly elected by members with five appointed positions to fill in gaps of diversity left by the election process. The name change is intended to reset expectations of the Board. The Board envisioned here is accountable directly to the membership and will receive critical, ongoing input from general members and assemblies of leaders.

6 Standing Committees of the Board

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.

The functions of the 187 member Council will be replaced with these six standing committees, which each will have direct input to the Board. ALA Members will elect two-thirds of the leaders on these committees and the Board of Directors, and Nominating and Leadership Development Committees will appoint one-third of the member leaders to ensure the best skills, experiences and diversity involved with governance of such a large and complex organization.

Leadership Assemblies

The functions of 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.

Member Engagement Opportunities

Communities of Interest, Working Groups, and Advisory Groups all serve as avenues for meaningful and influential engagement in ALA. Once *Forward Together* is approved by ALA members, a reconstitution phase is proposed to get to the new member engagement structure: All ALA and Council committees will have one year to reconstitute as an advisory group, working group, round table, or community of interest

Divisions

Forward Together imagines divisions that collaborate with each other and with the rest of the association to build on the enriching experience members have in their division home as well as the expertise division members hold. A direct line of influence to the Board of Directors will exist through the Division Leadership Assembly. Several recommendations have been made for divisions:

- 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.
- 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.

Round Tables

Like divisions, *Forward Together* imagines round tables that collaborate with each other and the rest of the association to build on the enriching experience members have as well as the expertise of their round table. Round tables will be encouraged to recommend advisory groups and working groups to the Board of Directors to help accomplish their work and bring action and influence around important issues. They will have a direct line of communication and influence with the Board of Directors through the Round Table Leadership Assembly and will be looked to for their expertise and advice around issues important to them. A number of recommendations have been made for round tables to focus on the programming and member driven aspects of the groups and are already being reviewed by the Round Table Effectiveness Committee including:

- Replace individual round table bylaws and create a shared policies and procedures document. This will help identify the relationship and fiscal responsibility of round tables with members and leaders, helping them understand the symbiotic relationship between round tables and all of ALA.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA so that discounted rate opportunities for special categories are consistent across the association.
- Increase the minimum number of dues-paying members needed to create a round table to one percent of ALA’s membership unless identified as a strategic priority by the Board of Directors.

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

ALA Bylaw Revision: Goals and Principles Prepared By Eli Mina PRP 12/2019

1. Association Bylaws in General (Positive versus Negative Traits)

Association Bylaws should:

- Provide an appropriate balance between individual and organizational rights;
- Provide an appropriate balance between unit rights and organizational rights;
- Advance knowledge-intensive governance that values and engages relevant input;
- Have a logical flow, thereby making it easy to locate significant provisions;
- Be easy to understand, increasing usage of plain language over complex legal terminology;
- Be sensible and natural to embrace **willingly**, thereby becoming more enforceable;
- Be concise, clear and brief, and contain no more than the essential information;
- Conform with all relevant legislative provisions;
- Help ALA earn the respect and trust of the Library Community and the General Public.

Association Bylaws should not:

- Be overly-prescriptive, constraining, oppressive, inflexible, and difficult to adhere to;
- Inadvertently slow things down and prevent or impede efficient and effective governance;
- Contain vague, esoteric, overly legalistic, ambiguous provisions;
- Contain provisions that are senseless and unreasonable to follow;
- Fail to balance rights and entitlements of individuals and units versus organizational rights;
- Be confusing and poorly organized, therefore making it hard to locate relevant provisions;
- Contain contradictions and inconsistencies;
- Contain formalities that slow things down, without producing benefits;
- Contain language that can place an organization at increased levels of risk.

2. Weaknesses in the Current ALA Governing Documents

Having worked with ALA's Constitution and Bylaws since 2002, I have these observations:

- As the current governing documents have been in place for several decades, they are quite outdated and do not reflect contemporary governance discipline and practices. As an example, instead of setting governance structures that promote a knowledge-based organization, these governing documents seem to focus more on rights and entitlements.
- The current documents are far too detailed and prescriptive. My experience with numerous organizations has shown me that it is futile to attempt to anticipate all eventualities and then prescribe how each of them would be tackled. What this complex task requires is a nimble drafting style and a focus on the best ways to deliver ALA's mandate.
- The current governing documents entrench a complex and unwieldy structure. They firmly establish numerous silos within the Association and make it clumsy and awkward to move forward, especially in fast changing realities that ALA Membership and Society face.

ALA Bylaw Revision: Goals and Principles Prepared By Eli Mina PRP 12/20193. Bylaw Revision Process

Recently the Steering Committee on Organizational Effectiveness (SCOE) developed and proposed substantial structural changes for ALA. These changes are intended to make ALA more efficient, nimble and responsive to the needs of its Membership and Society. These changes need to be reflected in ALA's governing documents, or its Constitution and Bylaws. Here are my suggestions regarding the re-drafting process:

- Given the substantial scope and magnitude of the changes that SCOE has proposed, I believe **a total re-write** would be the most effective and efficient approach to this task. Piecemeal amendments will likely make the assignment tedious and ineffective.
- ALA now has two core governing documents that define it: Constitution and Bylaws. Unless there is a specific legal requirement to have two separate documents, the two should be combined into one (**Bylaws**), with only one amending formula instead of two.
- Having assisted several organizations in re-structuring, my most important observation is that **'The devil is in the details.'** SCOE defined ALA's re-structuring with a high level intent of simplifying the Association and making it more efficient, cost effective, nimble and responsive, and having greater capacity to deliver its important mandate. However, I have often witnessed good intentions followed by tough discussions at the detail level, as well as inadvertent yet significant errors that becoming apparent later on.
- Given the above observations, the Revision process will benefit from these suggestions:
 - Engaging professionals, possibly including a professional writer, as well as ALA's Legal Counsel and a Parliamentarian, to achieve concise and clear documents.
 - Engaging a Committee at the oversight level, to ask questions like:
 - a. How easy are SCOE's proposed changes to implement? Are changes needed?
 - b. How will certain structural changes fit within ALA's practical realities?
 - c. What must happen to make desirable but challenging changes possible?
 - d. At what pace should ALA shift from the current structure to the new one?
 - e. How should strong selection, orientation and evaluation processes supplement the Bylaws and help achieve judicious and responsible governance?
 - f. Where would policies fit in the context of developing a new set of Bylaws?
 - Engaging the ALA Executive Board, Council, and ALA Units in discussions of the fine and delicate aspects that will benefit from their feedback.
 - Allowing enough time for a few drafts to evolve before the revision is put to TWO Council votes and then a Membership vote. By investing the needed time while proceeding in a disciplined and professional manner, the Association will achieve stronger and better governing documents as well as better governance structures.

TO: ALA Executive Board

RE: Forward Together Phase 2 Committee

DATE: February 11, 2020

ACTION REQUESTED/INFORMATION/REPORT:

Approval of timeline for charge creation, volunteer request, and appointment of next group to work on Forward Together recommendations and ALA Organizational Effectiveness.

ACTION REQUESTED BY:

Lessa Kanani'opua Pelayo-Lozada, Chair, Steering Committee on Organizational Effectiveness (SCOE)

CONTACT PERSON:

Lessa Kanani'opua Pelayo-Lozada
310-377-9584 x237
lessalozada@gmail.com

DRAFT OF MOTION:

The ALA Executive Board accepts the below timeline for creating a call for volunteers and appointments of Forward Together, phase two.

BACKGROUND:

At the January 2020 Executive Board meeting, the Executive Board directed the Steering Committee on Organizational Effectiveness to model the Forward Together recommendations in creating an open call for volunteers for the next phase committee outside of the regular volunteer form.

SCOE is proposing the below timeline for creation, execution, and appointment recommendations:

- 4/6-4/10 Charge and skills Finalized after the Spring Executive Board meeting and reports from the Constitution & Bylaws Committee and the Committee on Organization are presented
- 4/13-4/26 Call for volunteers/Release volunteer 'application'
- Week of 4/27 Review applications
- Week of 5/4 Appointment suggestions to Wanda (and then EB) for approval
- Ultimate goal is to have committee finalized and appointments accepted by May 30th so that we can do the transition work before ALA Annual (week of June 15th at latest) and the new team can participate in what COO and C&B come up with

ATTACHMENTS:

None

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



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Amend interdivisional Hugh C. Atkinson Memorial Award criteria and eligibility

Submitted by: Holly A. Tomren, Head of Metadata Strategy and Digitization Services and Chair of the 2019-2020 Hugh C. Atkinson Memorial Award Committee, tuj44320@temple.edu

Date submitted: March 27, 2020

Background

First awarded in 1988, the Hugh C. Atkinson Memorial Award was established to honor the life and accomplishments of Hugh C. Atkinson by soliciting nominations and recognizing the outstanding accomplishments of an academic librarian who has worked in the areas of library automation or library management and has made contributions (including risk taking) toward the improvement of library services or to library development or research.

In the original award proposal establishing the award (Doc 10.2), under "Number and Frequency of Award," the proposal states, "The award will be available annually to one person. If a suitable candidate is not found, no award will be presented that year and the cash award earnings will be returned to the endowment fund and added to the principal."

Historically, the Atkinson Award has always been awarded to an individual librarian. In the 2019-2020 award cycle, a submission for a group nomination was received, and ultimately selected by the award committee as the strongest nomination. After consultation with the executive directors of each sponsoring division (ACRL, ALCTS, LITA, LLAMA—or the potential new CORE), and with the ACRL Presidents, each party was supportive of expanding the award to be inclusive of group submissions for the award, rather than limiting the pool to individuals. It is the committee's unanimous recommendation that the award eligibility be opened up to group nominations.

In addition, the award committee has long included impact on the profession as an informal criterion, although this is not documented in the award's guidelines or submission procedures. The award committee unanimously supports formalizing this criterion in order to provide more clarity for both the committee and potential nominees.

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

Additionally, due to declining membership at the ALA level and financial struggles at the division level, the award committee further recommends amending the eligibility requirements for the award to require nominees be members of ALA and at least one of the sponsoring divisions.

These proposed changes have been incorporated into the existing award language in Doc 10.1.

Stakeholders

The executive directors of each sponsoring division, as well as the 2019-2020 ACRL President, have been consulted regarding the expansion of eligibility to group submissions.

Fiscal and Staffing Impact

If approved, staff will update appropriate awards documentation, as well as ACRL policies and procedures.

Also if approved, staff will request that the remaining three sponsoring divisions (ALCTS, LITA, LLAMA—or CORE) place the item on their respective Board's action agenda for 2020 ALA Annual Conference. ACRL staff will also notify the ALA Awards Committee of the action.

Actions Recommended

The Hugh C. Atkinson Memorial Award Committee recommends multiple actions:

- 1) That the ACRL Board of Directors approves expanding the award's eligibility to include nominations for groups.
- 2) That the ACRL Board of Directors approves the additional award criteria requiring nominees to demonstrate how their work has impacted the profession.
- 3) That the ACRL Board of Directors approve the addition of ALA and divisional membership as an eligibility requirement for the award.

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 and the remainder in hard copy.

Hugh C. Atkinson Memorial Award

Eligibility

The nominee must be a librarian [or group of librarians](#) employed in one of the following during the year prior to application for this award:

- University, college, or community college library
- Non-profit consortium, or a consortium comprised of non-profits that provides resources/services/support to academic libraries

The nominee must have a minimum of five years of professional experience in an academic library or in a non-profit consortium or a consortium comprised of non-profits. [The nominee must be a member of ALA and at least one of the award's sponsoring divisions \(ACRL, ALCTS, LITA, LLAMA\) at the time of submission.](#)

Applications are kept in the award pool for two years. Applications may be updated each year, as long as they are received by the award deadline.

Criteria

The nominee must have demonstrated achievement (including risk-taking) that has contributed significantly to improvements in the areas of library automation, library management, and/or library development or research. [Additionally, the nominee must have demonstrated how their work has impacted the profession.](#)

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December 1, 1987

Approved version -
Jan. 1988

HUGH C. ATKINSON MEMORIAL AWARD PROPOSAL

I. Name of Award:

Hugh C. Atkinson Memorial Award

Established at the 1988 Midwinter Meeting and awarded for the first time at the 1988 Annual Conference.

Hugh C. Atkinson (1933-1986) Hugh Craig Atkinson was born on November 27, 1933, and died, untimely, October 24, 1986. He was a graduate of St. Benedict's College and of the Graduate Library School of the University of Chicago. He worked in the libraries of the University of Chicago, the Pennsylvania Military College, the State University of New York at Buffalo, the Ohio State University, and the University of Illinois at Urbana-Champaign (UIUC). Especially in the latter two institutions he established a reputation as one of the major innovators in modern librarianship.

His ideas on library automation, on cooperation, and on the organization of libraries were a decade or more ahead of their time. In the UIUC Library, one of the largest libraries in the world, he oversaw innovations in each of these areas. He has been described as the "father" of the Illinois LCS network (the most developed statewide network of its kind in North America) and was certainly responsible for establishing an ethos of cooperation in the state of Illinois which has been of great benefit to the citizens of that state. Within the UIUC Library, he was responsible for the creation of a major online catalog and for the reorganization of the administrative structure of that library, which has rapidly become the paradigm for many other major research libraries.

Those who knew him will remember his vision, his kindness, and his individuality.

II. Definition and Criteria:Purpose

To honor the life and accomplishments of Hugh C. Atkinson, and to recognize outstanding accomplishments of an academic librarian who has worked in the areas of library automation or library management and has made contributions (including risk taking) toward the improvement of library services or to library development or research.

Eligibility

Applicant nominees for this award must:

1. Be a librarian employed in a university, college or community college library in the year prior to application for the award.

2. Have a minimum of five years of professional experience in an academic library and have demonstrated achievement (including innovation characterized by risk taking) related to library automation or library management which has contributed significantly to improvements in the area of library automation, library management, and/or library development or research.

III. Number and Frequency of Award

The award will be available annually to one person. If a suitable candidate is not found, no award will be presented that year and the cash award earnings will be returned to the endowment fund and added to the principal.

IV. Selection of committee to administer the award

Hugh C. Atkinson Memorial Award Committee members will be the jury for the award and be appointed by the Presidents-elect of Association of College and Research Libraries (ACRL), Library Administration and Management Association (LAMA), Library and Information Technology Association (LITA), and Resources and Technical Services Division (RTSD) from their membership. Each division president-elect will appoint one member from his/her division. Committee members will be appointed for four year terms on a staggered basis.

Selection of HAMA committee

The Chair will serve for one year and rotate among the four divisions, beginning with LITA (1988) followed by LAMA (1989), ACRL (1990), and RTSD (1991).

In the event a HAMA Committee member is unable to serve at a Midwinter Meeting, the president-elect of the appropriate division will appoint an alternate.

Reappointment will be at the discretion of each of the participating divisional presidents-elect.

Award administration

The ACRL division will be responsible for: award publicity, nomination forms, mailings, budget monitoring and staff assistance to the HAMA Committee.

Administrative costs will be paid equally by the four divisions and/or from the interest of the endowment.

V. Deadline for nomination of candidates

Nominations must be received by the Chairperson of the HAMA Committee no later than December 1 of the year prior to the award.

The Chairperson of the HAMA Committee will forward a copy of the nomination forms to the Executive Director before the Midwinter Meeting.

VI. Screening of Candidates and Recommendations:

Potential recipients of the Atkinson Award may nominate themselves, be nominated by any member of the American Library Association, or be nominated by members of the HAMA Committee. Other nominations will be considered.

VII. Presentation of the Award

The award winner will be selected at the Midwinter Meeting and the four division board presidents will be notified in writing by the Chair of the HAMA Committee. The award winner will be notified in writing by the Chair of the HAMA Committee. The HAMA Committee will be responsible for the publicity to be given to the award winner. The Chair of the HAMA Committee will write the citation.

The award will be presented at the ALA Annual Conference at an appropriate meeting of the HAMA Chairperson's division. That is, each division will host the presentation once every four years.

VIII. Form and/or Type of Award:

A citation and a cash award will be presented. The exact amount of money will be determined by the HAMA Committee in light of the earnings on the endowment. The check and citation will be presented at the awards ceremony.

IX. Donor

This award will be funded by an endowment with monies raised by library vendors and members of the American Library Association.

X. Contact Person

The Executive Director of the division which has been designated to handle the administration of the award.

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



ACRL Representative Report

Representative name: Daniel Cardwell

Representative email: dwcardwell@mail.usf.edu

Unit representative to: ALA Literacy Assembly

Report period: Mid-Winter

Background Information

The Literacy Assembly held a virtual meeting on December 17, 2019 ahead of the Mid-Winter Conference. The virtual meeting surveyed the different literacy activities of the ALA divisions and of various libraries and communities. A focal point of the virtual meeting and the Mid-Winter Conference was the development of a platform called Literacy Clearinghouse. This virtual tool archives the various types of literacies and compiles these definitions into a central access point.

Major Activities of the Unit

- Progression of the Literacy Clearinghouse project
- Writing a letter to the Conference Committee regarding literacy in the re-envisioned Midwinter Meeting

Implications for ACRL

- A centralized tool that compiles various definitions and resources of literacy and literacy topics
- A collaborative effort to support the literacy needs of emerging fields and expand the resources available

Upcoming Activities

- Review letter to the Conference Committee and collaborate as needed

This page included to accommodate double-sided printing.



ALA announces sale of its headquarters buildings

For Immediate Release
Fri, 12/06/2019

Contact:

Steve Zalusky
Communications Specialist
Communications and Marketing Office
American Library Association
(312) 280-1546
szalusky@ala.org

CHICAGO - American Library Association (ALA) President Wanda Brown and Executive Director Mary W. Ghikas today announced that ALA has sold its headquarters buildings at 50 E. Huron and 40 E. Huron in Chicago's River North neighborhood.

"We are thrilled that, after many years of study, research, and discussion, the transfer of a valuable real estate to ALA's endowment fund is at last complete," Brown said. "Of course, it is bittersweet to be leaving our home of so many decades. But ALA is focused on the future and is optimistic about all that it holds."

In Spring 2020, ALA will be moving its Chicago-based office functions to Michigan Plaza at 225 N. Michigan Ave. Until then, ALA staff will continue to occupy the buildings on Huron until the new office buildout, designed by architecture firm NELSON, is complete. The move will provide ALA with modernized workspace, including enhanced meeting space.

"50 E. Huron is a landmark in the library world," said Ghikas. "We've heard from our members that visiting is a kind of pilgrimage. However, the spirit of ALA does not reside at any fixed address. We look forward to carrying on our work on behalf of librarians, library workers and libraries in our new home on Michigan Avenue."

Dedicated in 1963, the building at 50 E. Huron served ALA for nearly two decades before the association built an extension in the parking lot it owned next door. In 1981, the building at 40 E. Huron opened for business. The two connected buildings have housed the association's staff ever since.

"A project this large and this long in the making could not have been accomplished without the tireless help of many parties, including the ALA Executive Board, Mary Ghikas, Associate Executive Director, Human Resources Dan Hoppe, former ALA CFO Mark Leon, interim CFO Denise Moritz, our partners at Cushman and Wakefield, and countless others," said Brown. "It's a historic moment for ALA, and we look forward to celebrating with our members, partners, and friends when we welcome more than 20,000 library workers to Chicago for ALA's Annual Conference and Exhibition in June 2020."

<http://www.ala.org/news/press-releases/2019/12/ala-announces-sale-its-headquarters-buildings>

American Library Association (ALA) is the foremost national organization providing resources to inspire library and information professionals to transform their communities through essential programs and services. For more than 140 years, ALA has been the trusted voice of libraries, advocating for the profession and the library's role in enhancing learning and ensuring access to information for all. For more information, visit ala.org.

Tags

[Public Awareness](#), [American Library Association](#)



Core

LEADERSHIP
INFRASTRUCTURE
FUTURES

a Proposed Division of the American Library Association

Core Steering Committee Proposal

Core Steering Committee

Christopher J. Cronin, 2019-20 ALCTS President-Elect

Tyler Dzuba, 2019-20 LLAMA President-Elect

Evvisa Weinraub, 2019-20 LITA President-Elect

Lindsay Cronk, LITA Representative

Erica Findley, ALCTS Representative

Kate Hall, LLAMA Representative

Cotina Jones, LLAMA Representative

Ted Quiballo, LITA Representative

Chelcie Rowell, ALCTS Representative

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I. Executive Summary

The [Core Steering Committee](#) recommends that the Boards of the Association for Library Collections & Technical Services (ALCTS), the Library Information Technology Association (LITA), and the Library Leadership & Management Association (LLAMA) ask their respective memberships to vote on whether to discontinue their division in order to form a new division, Core: Leadership, Infrastructure, Futures.

This recommendation is based on our shared desire across ALCTS, LITA, and LLAMA to form a new division of ALA that reflects the services, capacities, and professional development needs that are central to every kind of library and information organization. It also reflects an awareness of the alignment of the work and expertise of members across the increasingly intertwined and multifaceted library landscape.

The major structural benefit to combining our current divisions into a new one is that we will create a more sustainable and engaging community than any of our current divisions can provide on their own. Declining membership (consistent with other ALA divisions) is progressively limiting our ability to create new ways for members engage. By forming a new unified division, staff can focus more fully on their areas of expertise, devoting more time to membership, marketing, fundraising, advocacy, and other strategic initiatives in which all three divisions currently lack capacity.

There are also crucial member benefits to a combined division. One of the key goals of a new division is to create a space where we can learn from each other and continue to grow throughout our careers. If approved, the new Core division Board will focus on the division's values when prioritizing what to offer: Transparency, Diversity, Inclusion, Knowledge Sharing, Collaboration, Sustainability, and Innovation.

If the three Division Boards agree to place a question on the ballot, members of these divisions would vote in March 2020 on whether to discontinue the three original divisions and to jointly form Core as a new division of ALA. If the motion is passed by the membership of all three divisions, the recommendation would pass to the ALA Committee on Organization and then to ALA Council at the 2020 ALA Annual Conference.

In May 2020, the current Core Steering Committee would begin forming working groups comprised of members from all three divisions to determine how best to continue, sunset, or integrate current work being done in eight areas*:

1. ALA Conference Activities
2. Awards Recognition Activities
3. Continuing Education
4. Mentoring and Pathways to Leadership
5. Publications and Communications
6. Sections/Interest Groups
7. Special Events, including the In-person Forum, Virtual Exchange, and Preservation Week
8. Standards, Bodies, and Responsibilities

* See the [2018 Activities Working Group's Report](#) (PDF) for more details about these activities and the Group's initial recommendations.

Core would formally begin on September 1, 2020 (the beginning of ALA's 2021 Fiscal Year), and members of the three current divisions would automatically become Core members on that day. In order to be thoughtful, inclusive, and deliberate in our work, we expect the period between September 1, 2020, and August 31, 2021, to be a transitional year while these groups create recommendations and the Board determines how best to implement them strategically to create a fully integrated and unified division. The decisions made during this time will be documented in the Core Policies and Procedures Manual, which will initially be created by the Core Board with input from member working groups and will remain member-driven for continuous improvement.

If the motion is *not* passed by all three divisions, then the three divisions would continue their business separately. However, we anticipate from our research and business analysis that membership and revenue will continue to decline for all three divisions and that staff capacity would remain below what is needed for growth or even to maintain current operations.

II. High-level Proposal

The Core Steering Committee recommends that we conduct a vote of the three division memberships to discontinue ALCTS, LITA, and LLAMA in order to form a new division, Core: Leadership, Infrastructure, Futures. If each division's members vote to approve the motion, the Boards of each division will make a formal recommendation to ALA Council to discontinue the three divisions and form the new division.

If membership of at least one division does not approve the change, no further action on the Core proposal will be taken by the Boards unless the ALA Steering Committee on Organizational Effectiveness (SCOE) makes recommendations that have implications for division structures.

Midwinter Board Motion

We recommended each Division Board votes at their first Midwinter Board meeting to place the following question on their spring 2020 ballot:

Below for review by the membership are the [Bylaws of Core: Leadership, Infrastructure, Futures](#), a proposed new division of the American Library Association. If adopted, the proposed Bylaws would entirely replace the current Bylaws of the [DIVISION NAME], pending final approval by the ALA Council.

On the question of adopting the proposed Bylaws of Core: Leadership, Infrastructure, Futures to replace the current Bylaws of the [DIVISION NAME]:

- 1) YES**
- 2) NO**

Member Vote

The above motion will appear on the ballots for each division and to carry, the motion would need to be approved by a majority of the members voting in each of the three division elections. The election results will be announced April 10.

If members of each division approve the motion, the Steering Committee and division staff will work with the ALA Committee on Organization (COO) and ALA Executive Office staff on the appropriate language and format for ALA Council motions to discontinue ALCTS, LITA, and LLAMA, and authorize formation of Core: Leadership, Infrastructure, Futures, in compliance with the ALA Bylaws.

If any one of the three division memberships does not approve the motion, no further action will be taken and the three divisions will continue to operate separately. Current collaborations (the Exchange and 2020 Forum) would proceed, but no new ones would be planned. The divisions would also hold a special election for officers who would have normally been elected on the 2020 spring ballot.

III. Mission/Vision/Values and Culture

Mission

To cultivate and amplify the collective expertise of library workers in core functions through community building, advocacy, and learning.

Core functions include but are not limited to the central work of managing knowledge and libraries, including:

Management and Leadership	Technical Services	Technology
<ul style="list-style-type: none">• Administration• Assessment• Buildings and equipment• Human resources	<ul style="list-style-type: none">• Acquisitions• Cataloging• Collection management• Electronic and continuing resources• Metadata• Preservation	<ul style="list-style-type: none">• Coding/Development• Data & Open Science• Web services• Systems administration• Emerging trends• Innovation• Digital Humanities

Vision

Core members play a central role in every library, shaping the future of the profession by striking a balance between maintenance and innovation, process and progress, collaborating and leading.

Values and Culture

Transparency

Core members will find it easy to understand what we do, how we do it, and the roles each member can play to advance divisional and personal professional goals.

Diversity

Core champions the belief that we are stronger – as individuals, as a division, and as a profession – when we ensure that our work includes diverse voices.

Inclusion

Our structure and activities will be welcoming to members – existing and prospective, new to the profession and seasoned.

Knowledge Sharing

Core will be the source for sharing and developing expertise among members, providing programming, publications, and other activities that support professional development in a wide variety of forms.

Collaboration

Core members will have ample opportunities to engage with colleagues and do valuable work, and those opportunities will meet our members where they are.

Sustainability

Core will design and assess practices and programs that consider both economy and ecology; it will invest in infrastructure and maintenance, and ensure the future of the organization and the profession.

Innovation

Core will be dedicated to innovating by maintaining a balance between agile and adaptable activities and strategic decision-making with the future of the division in mind.

IV. Member Benefits of Forming a New Division

One of the goals of a new division is to create a space where we can learn from each other and continue to grow throughout our careers. Below are the initial projects that will support that goal. Some build on the work we're already doing, and some are new. To provide these benefits, we'll need more capacity. Much of that capacity will come from staff realignment and the elimination of duplicative processes, but we will also need to analyze current programs and services to determine which should continue, combine, or sunset. Core section members, committees, and other groups will lead that effort, in conjunction with the Board and staff.

Community Building

Core focuses on connecting members with each other and with Core Board and staff to learn. Members grow as individuals, building professional networks and ties, to advance the goals of our profession and build collective capacity to address increasingly complex and interrelated challenges. When considering the programs that will be offered, the Core Board will focus on answering the question, "How will this help members connect?" Some current programs that offer connection opportunities are:

- Mentoring
- ALA Connect
- Interest Groups

Some future areas of focus to encourage connecting are:

- Local Groups based on areas of interest and expertise
- Spectrum of Engagement, which will outline a plan for all members to become engaged
- Virtual Town Halls to engage members with the Board and staff

Advocacy

The Core division shall focus on advocating for members and their core functions. This includes treating Core as a platform to raise professional visibility and awareness of library work traditionally done behind the scenes. Considering advocacy efforts in terms of transparency, diversity, and inclusion, the Board and staff will use these values as a lens through which to evaluate future offerings.

We have already received significant member feedback and will be looking to increase offerings around:

- Advocacy for core functions at the regional, state, and federal levels
- Open town halls and online participation
- Clear communication between members, between members and division staff, and between members and the Board.

Learning

Learning is a key function of Core and the Board and staff will create formal and informal learning opportunities together with members. Core focuses on ensuring these efforts are sustainable, accessible, and member-driven. Core learning programs help develop collective capacity to address the big challenges faced across libraries. The Core division will continue to offer many opportunities for online and in-person learning, including:

- Conferences
- Webinars and online courses
- Publications
- Knowledge networks for informal sharing

We will look for opportunities to learn from each other in informal and formal ways. The structure this takes will be dependent on the recommendations from SCOE and member input.

Sections

Core sections represent the broadest areas of work for the division. They will be similar to current ALCTS Sections and LLAMA Communities of Practice, but will be less structured under the new bylaws, and sections will be as simple or complex as their members define. For example, one section may want more structure, i.e., committees, working groups, representatives to other groups; while another section may simply wish to manage their work through short-term project teams.

The Steering Committee recommends the creation of these initial six sections to encompass the work of current sections and communities:

- Access and Equity
- Assessment
- Leadership
- Metadata and Collections
- Operations and Buildings
- Technology

These sections will build and shape the foundation of Core starting on September 1, 2020. It is possible that additional sections will need to be created, or that current sections and communities will choose to become something else, like an interest group. Most of these decisions will take place during the transitional year after Core launches. The process for creating and dissolving Sections will be included in the new Core Policies and Procedures Manual, which will initially be created by the Core Board with input from member working groups and will remain member-driven for continuous improvement.

For a complete overview of Core sections, please see the [appendices](#).

V. Organizational Benefits of Forming a New Division

The major structural benefit to combining our current divisions into a new one is that we will create a more robust, sustainable, and engaging community than any of our current divisions can provide on its own. There are two major benefits to forming a new division: financial and personnel.

Financial

During the last 10 years, all three divisions have seen an overall decline in membership, net revenue, and staff capacity. While each division could continue as is for the next few years, ultimately the decline in membership and revenue will result in the dissolving of all three divisions. As evidenced in the charts below, each division has seen a significant decrease over the past decade in their membership.

Membership	FY09	FY19	Change
ALCTS	4,309	3,072	-29%
LITA	3,587	2,134	-41%
LLAMA	4,646	3,555	-23%

With a decline in membership comes a decline in net revenue that is compounded. Every year, each division has to make up additional budgetary shortfalls in revenue from membership dues. With a new division, while the costs overall largely remain the same, the administrative expenses decrease while expenses for membership-driven initiatives is able to be increased. Saving on administrative costs will allow for a greater degree of services for members.

Fiscal Year 2019	Total Revenue	Total Expenses	Net Revenue
ALCTS	\$555,090	\$486,905	\$68,184*
LITA	\$281,436	\$346,188	-\$64,752
LLAMA	\$230,307	\$243,856	-\$13,508
Draft Core Budget for Fiscal Year 2021**	\$1,137,828	\$1,127,460	\$10,368

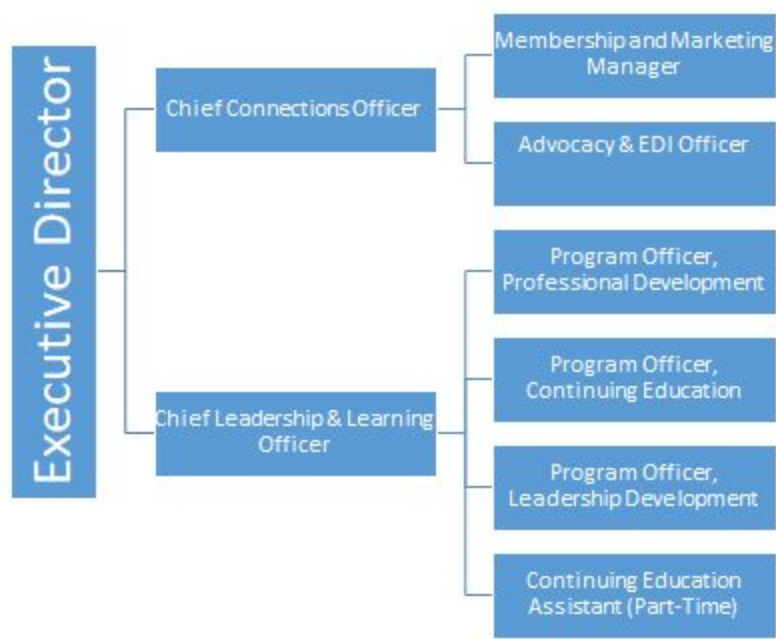
*The increase in revenue in ALCTS is due to increased Continuing Education revenue but also reflects a one-time reduction in expenses from two temporary vacancies in staff positions.

** See the [Projected Fiscal Year 2021 Division Budget](#) (PDF) and [Financial Working Group Report](#) (PDF) from the 2018 Financial Working Group.

Personnel

Currently, there is a lot of duplication amongst staff duties. Each division has one person who schedules continuing education offerings, runs practice sessions, provides support during each session, sends evaluation surveys, and manages the overall program. The same is true for appointments, awards, board meetings, budgets, committee / interest group / section support, conference programming, elections, news releases, and publications.

By creating a new division with a staff of 8.5 FTE (currently three divisions staffed at 7.5 FTE), staff can focus on their area of expertise and devote staff time to membership, marketing, fundraising, advocacy, and other initiatives, something they are unable to do now. With dedicated positions for advocacy (including equity, diversity, and inclusion), member engagement, and marketing, we predict more opportunities for members to have an impact on the profession, eventual stabilization of membership numbers (and therefore dues revenue), and increased revenue from marketing professional development activities.



VI. What's Next?

These are the formal actions as referenced in [II. High-level Proposal](#) that will need to take place in order to discontinue the three divisions and form the new division, Core: Leadership, Infrastructure, Futures. A more detailed timeline is available in the [appendices](#).

Ongoing

- Throughout the process, the Core Steering Committee and three division Boards will work with sections, communities of practice, interest groups, committees, and other existing member groups to plan for the continuation of existing work across the three divisions. The assumption is that existing groups' work will continue in the new structure.

January 2020

- At the January 25-29 Midwinter Meeting: ALCTS, LITA, LLAMA Boards vote whether to place the Core question on the Spring Ballot. If approved by all three Boards, staff will put the question on the 2020 spring ballot for members.

March 2020

- March 11: ALA election opens

April 2020

- April 3: ALA election closes
- April 10: Election results certified and reported to divisions and each division reports election results to their members

June 2020

- At the June 21-25 Annual Conference: If approved by members of all three divisions, the ALA Committee on Organization and ALA Council will review and determine whether to pass the recommendation. Each will need to vote to discontinue the three divisions and form the new division.

September 2020

- September 1: Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA), formally comes into existence with the Transitional Core Board of Directors in place. All members of ALCTS, LITA, and LLAMA will be added to the new division starting on this date.
- A special member election takes place to choose the President for Core from the three Presidents of ALCTS, LITA, and LLAMA (2020-21) and to choose a president-elect.

The existing three Boards will serve an additional two months from July 1- August 31, 2020. The transitional Board will then serve from September 1, 2020- June 30, 2021 and have 11 voting members:

- Core Division President: Core members will vote in a special election, choosing from the three 2020–21 Division Presidents (one of: Christopher Cronin, Tyler Dzuba, Evviva Weinraub)
- The two remaining 2020-21 Division Presidents (two remaining of: Christopher Cronin, Tyler Dzuba, Evviva Weinraub) (terms expire 2022)
- The three 2019-20 Division Presidents (terms expire 2021)
- The LITA Councilor (term expires 2022)
- The 1 remaining 2019-21 LLAMA Director-at-Large (term expires 2021)
- The 1 remaining 2019-22 ALCTS Director-at-Large (term expires 2022)
- The 2 remaining 2019-22 LITA Directors-at-Large (terms expire 2022)
- Ex officio non-voting Executive Director

Following the transitional Board, the ongoing Board will be determined by member elections as set forth in the bylaws.

Each of the three divisions has key activities such as conference programs, continuing education, publications, and awards. It is recommended that all of these activities continue as is and be consolidated together and/or opened up to all members. The Core Steering Committee has put together a detailed list of Key Activities and recommended actions to take during the transition. It is included in the [appendices](#).

VII. Bylaws

The Core Steering Committee recommends bylaws which will be broad and flexible enough to allow the most latitude for member engagement and for future growth. For example, Bylaws Article VI defines sections in only three sentences. It does not list sections or define exactly how they must be governed. This flexibility will allow Core members to experiment with their section's development or create new sections without the need for bylaws revision. The details and best practices of how our groups manage themselves and interact with each other will be in the Core Board Policies and Procedures Manual, which, unlike the bylaws, can be continuously updated.

The bylaws account for three kinds of member groups:

- Sections, which are broadly focused and managed by their own leadership team, who get to define the section's structure;
- Interest groups, which are narrowly focused, can exist at the division level or section level, and need at least 1 member volunteer to manage them and define their structure; and
- Committees (project teams, task forces, etc), which have a specific charge, timeline, and membership, and can be appointed by the division or by sections.

This structure will allow for member groups to be as complex or simple as they need to be, based on the work that's already happening in the three divisions and their respective sections/communities of practice/interest groups.

Core: Leadership, Infrastructure, Futures a division of the American Library Association

Article I. NAME

The name of this organization will be Core: Leadership, Infrastructure, Futures, a Division of the American Library Association (ALA).

Article II. MISSION

To cultivate and celebrate the collective expertise of library workers in core functions through community building, advocacy, and learning.

Article III. MEMBERSHIP

Section 1. Members.

Any ALA member may become a member of Core upon payment of dues.

Section 2. Membership Types.

Core membership types are personal and organizational. The Board of Directors may establish additional membership types as needed.

Section 3. Rights.

Every personal member of Core has the right to vote, to hold office, and to volunteer.

Section 4. Dues.

The cost of annual dues will be determined by the Board of Directors.

Section 5. Membership year.

The association's membership and fiscal year will be the same as that of ALA.

Article IV. OFFICERS

Section 1. Officers.

The officers of the association will be the President, President-Elect, and Past President.

Section 2. Terms of office.

The officers will serve a one-year term in their respective offices. For the office of president, the officers will serve staggered three-year terms, moving through the roles of President-Elect, President, and Past President in sequence for one year per role.

Section 3. Responsibility and authority.

The officers will perform the duties pertaining to their respective offices and other such duties as may be defined by the Board of Directors.

Article V. BOARD OF DIRECTORS

Section 1. Members.

The Board of Directors consists of the Officers, ALA Division Councilor, five Directors-at-Large, the chair of the Budget & Finance Committee, the chair of the Organization & Bylaws Committee, and the chair of the Advocacy Committee.

- a) ALA Division Councilor. The division councilor will be elected to a three-year term by the Core membership and will represent the division on the ALA Council.
- b) Directors-at-Large. Directors-at-Large will be elected to staggered three-year terms by the Core membership and are not eligible for re-election to consecutive terms.

- c) The chair of the Budget & Finance Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- d) The chair of the Organization & Bylaws Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- e) The chair of the Advocacy Committee will be an *ex officio* member, without a vote, and will be appointed to a single, two-year term by the Appointments Committee.
- f) The Executive Director will be an *ex officio* member, without vote, and is appointed by the ALA Executive Director in concurrence with the Board.

Section 2. Responsibility and Authority.

The Board of Directors will be the governing body of the association, will actively create and support its strategies, and will establish financial policies and be accountable for association assets.

Section 3. Meetings.

The Board of Directors will meet in conjunction with ALA conferences and at other times as determined by the President.

Section 4. Vacancies.

If the office of President becomes vacant, the President-Elect will become President completing that term of office prior to serving the following term as President. All other vacancies will be filled by interim appointments made by the President with the approval of the Board until the next election when the unexpired term(s) will be filled.

Section 5. Quorum.

A majority of the voting members of the Board will constitute a quorum.

Article VI. SECTIONS

Section 1. Authorization and Dissolution.

The Board can create or dissolve sections as necessary, based on the interests of members.

Section 2. Purpose.

Sections exist to provide continuing education, information and networking around a broad area unique to the members it serves.

Section 3. Organization.

Each section will be managed by its own volunteer leadership team in accordance with policies and practices established by the Board.

Article VII. INTEREST GROUPS

Section 1. Authorization and Dissolution.

- a) Division Interest Groups. The Board can create or discontinue interest groups as necessary, based on the interests of members.
- b) Section Interest Groups. The leadership team of a section, in consultation with the Board, can create or discontinue interest groups as necessary, based on the interests of members.

Section 2. Purpose.

Interest groups exist to provide continuing education, information and networking around a narrow topic unique to the members it serves.

Section 3. Organization.

Interest groups will be managed by at least one member volunteer in accordance with policies and practices established by the Board.

Article VIII. COMMITTEES & OTHER MEMBER GROUPS

Section 1. Authorization and Dissolution.

- a) Division Committees. The committees of the Board will be Budget & Finance, Organization & Bylaws Committee, and Advocacy. The Board can establish other standing, ad hoc, interdivisional committees, and other member groups as needed to carry out the work of the division.
- b) Section Committees. The leadership team of a section, in consultation with the Board, can establish standing, ad hoc, and other member groups as needed to carry out the work of the section.

Section 2. Appointments.

- a) Division Committees. The President-Elect will make appointments to division committees.
- b) Section Committees. The leadership team of a section will make appointments to its section committees.

Section 3. Terms.

Terms and reappointments will be codified under the policies and procedures of the division and will vary based on the type of committee, member group, and work to be done.

Article IX. NOMINATION AND ELECTIONS

Section 1. Eligibility of Candidates.

Any candidate for office must be a personal member of the division.

Section 2. Nominating Committee.

The President-Elect will appoint a committee to prepare a slate of candidates for each election. No member of the Board of Directors may serve as a member of the Nominating Committee. Members of the Nominating Committee will serve a one-year term and will not be eligible for immediate reappointment.

Section 3. Nominations by Petition.

A candidate may be nominated by a petition signed by 40 personal members of the association and filed with the Executive Director before the ALA biographical form closes.

Section 4. Elections.

Elections will be held in accordance with ALA bylaws and procedures.

Article X. DIVISION ANNUAL MEETING

Section 1. Annual Meeting.

An annual meeting may be called by the Board of Directors and held in conjunction with the ALA Annual Conference.

Section 2. Special Meetings.

Special meetings may be called by the Board of Directors or upon the written request of 75 personal members of the division. At least 30 days notice will be given and only business specified in the meeting notice will be transacted. If a quorum is present, an affirmative vote of a simple majority of the voting members will be required to pass a motion. If a quorum is not present, a motion cannot be passed.

Section 3. Quorum.

Seventy-five personal members will constitute a quorum at either the annual meeting or a special meeting.

Article XI. VOTING

Votes of the membership or of the Board of Directors may be conducted via mail, electronically, virtually or in-person. A simple majority of personal members who cast votes is required for a vote to pass.

Article XII. AMENDMENT OF BYLAWS.

Section 1. Proposals.

Amendments to the bylaws may be proposed by the Board of Directors or by a petition signed by 75 or more members of the division.

Section 2. Board Action.

A proposed amendment to the bylaws will be voted upon by division members after it has been approved by a majority of the Board of Directors.

Section 3. Notice.

Notice of the amended text will be provided to members at least 30 days before consideration.

Section 4. Voting.

Votes to amend the bylaws will be conducted as per Article XI.

Section 5. Adoption.

Unless otherwise specified, a proposed amendment becomes effective when it has been approved.

Section 6. Editorial Changes.

The Board of Directors may make editorial changes to the bylaws that do not affect their substance and meaning. These changes will take effect upon such action.

Article XIII. PARLIAMENTARY AUTHORITY.

The parliamentary authority used by the division will be the same as that used by ALA.

VIII. Appendices

1. [Core Website](#)
 - a. [We Hear You/FAQ Page](#)
2. [Proposed Timeline](#) (PDF)
3. [Core Timeline Graphic](#)
4. [Recommended Actions for Key Activities](#) (PDF)
5. [Sections, Interest Groups, and Other Member Groups](#) (PDF)
6. [Core Technology Principles](#) (PDF)
7. [Current Member Benefits](#) (PDF)

History

1. Reports of Past Core Working Groups
 - a. [2018 Activities Working Group Report](#) (PDF)
 - b. [2018 Financial Working Group Report](#) (PDF)
 - c. [ALA 10 Year Membership Report](#) (2009-2019)
 - d. [2018 Operations Working Group Report \[version 2\]](#)
 - e. [2018 Organizational Working Group Report](#) (PDF, includes governance, sections/communities, committees, interest groups, etc.)
 - f. [Projected Fiscal Year 2021 Budget](#) (PDF)
 - g. [Recommendations for 2020 National Forum](#) (PDF)
2. Background of work
 - a. [ALCTS LLAMA LITA Alignment Discussion on ALA Connect](#)
 - b. [ALCTS LLAMA LITA Alignment Discussion Working Document on ALA Connect](#)
 - c. Division Name
 - i. [Help us come up with a new division name! Discussion on ALA Connect](#)
 - ii. [What will this division be called? Discussion on ALA Connect](#)
 - d. Communications
 1. [ALCTS/LITA/LLAMA Member Survey Analysis](#)
 2. [2019 Draft Communications Plan](#)

This page included to accommodate double-sided printing.

Q1 Please enter your name.

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
First name	100.00%	9
Last name	100.00%	9

Q2 The new hybrid meeting schedule, with virtual and face-to-face meetings, worked well.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
77.78%	22.22%	0.00%	0.00%	0.00%		
7	2	0	0	0	9	1.22

#	COMMENTS AND SUGGESTIONS:	DATE
1	I liked having the virtual ahead of time	2/4/2020 10:43 AM
2	I found it helpful to have the Board update virtually ahead of time. We also had good turnout for the virtual leadership council which was great!	1/29/2020 4:47 PM
3	The shortened in-person meeting schedule also allowed for shortened hotel-stay time, and that is much appreciated by those of us who are not reimbursed for our travels.	1/27/2020 8:20 AM
4	I actually liked having the updates prior to F2F; it helped prepare me better	1/26/2020 12:14 PM

Q3 Our virtual meeting provided an effective means to discuss important issues.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
33.33%	66.67%	0.00%	0.00%	0.00%		
3	6	0	0	0	9	1.67

#	COMMENTS AND SUGGESTIONS:	DATE
1	Discussion time, as opposed to info-share, was a bit limited--could schedule a longer session or reorganize next time.	1/27/2020 12:09 PM
2	I'll always prefer F2F over virtual but this an effective method of communication	1/26/2020 12:14 PM

Q4 How should the Board plan to meet for ALA Midwinter 2021?

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
Keep same hybrid schedule that was used for MW 2020.	33.33%	3
Traditional schedule with only face-to-face meetings.	0.00%	0
Hold all ACRL Board meetings virtually.	0.00%	0
Undecided; need more info about ALA's new event to decide meeting format.	55.56%	5
No preference	0.00%	0
Other (please specify)	11.11%	1
TOTAL		9

#	OTHER (PLEASE SPECIFY)	DATE
1	We discussed moving to all-virtual for Board and using MW/Annual time for SPOS-style planning; I think this should be explored further (Councilor implications, etc.)	1/27/2020 12:09 PM

Q5 If the ACRL Board continues to hold virtual and face-to-face meetings before/after Midwinter 2021, virtual meetings should be held:

Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
One week before Midwinter (Jan 11-15, 2021)	66.67%	6
Two weeks before Midwinter (Jan 4-8, 2021)	11.11%	1
One week after Midwinter (Feb 1-5, 2021)	11.11%	1
Two weeks after Midwinter (Feb 8-12,2021)	0.00%	0
No preference.	0.00%	0
Other (please specify)	11.11%	1
TOTAL		9

#	OTHER (PLEASE SPECIFY)	DATE
1	One week worked well, but we should stay flexible depending on how/when ALA info is shared out, etc.	1/27/2020 12:09 PM

Q6 There is a climate of respect and trust among officers, directors-at-large, and staff.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
88.89%	11.11%	0.00%	0.00%	0.00%		
8	1	0	0	0	9	1.11

#	COMMENTS AND SUGGESTIONS:	DATE
1	I believe & hope this to be the case but will be interested in aggregated results	1/27/2020 12:18 PM
2	I thought everyone, including myself, felt free to express their opinions in a collegial and professional manner	1/27/2020 10:08 AM

Q7 There is a clear commitment to building consensus on issues discussed in Board meetings.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
77.78%	22.22%	0.00%	0.00%	0.00%		
7	2	0	0	0	9	1.22

#	COMMENTS AND SUGGESTIONS:	DATE
1	I believe & hope this to be the case but will be interested in aggregated results. We don't privilege consensus over healthy debate, in my opinion--which is good.	1/27/2020 12:18 PM
2	I appreciated how we circled back to something that needed an actual decision if we had not yet gotten there in a way that did not make us feel pressured to act if we were not yet ready	1/27/2020 10:08 AM

Q8 The meeting time allotted for reaching decisions on issues is appropriate.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
11.11%	77.78%	0.00%	0.00%	11.11%		
1	7	0	0	1	9	2.22

#	COMMENTS AND SUGGESTIONS:	DATE
1	For the most part I agree, although given the scope and gravity of some of the decisions we are facing we may need more time.	1/29/2020 4:53 PM
2	I occasionally felt that we didn't have quite enough time to reach decision/core matters, possibly due to my not facilitating well enough	1/27/2020 12:18 PM
3	I know that your time is always limited, but if we could build in additional time for some of the discussion items, that would be great	1/27/2020 10:08 AM
4	This was an unusual MW board meeting with all that was going on, practically IRT (in real time), so it is hard to say.	1/27/2020 8:22 AM
5	Our agendas are pretty tight so sometimes it's hard to fit in discussion on issues that arise or that generate more discussion than anticipated	1/26/2020 12:18 PM

Q9 There is effective and appropriate communication between the Board and the Executive Committee and the Board and the Executive Director.

Answered: 9 Skipped: 0

STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	I DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
88.89%	11.11%	0.00%	0.00%	0.00%		
8	1	0	0	0	9	1.11

Q10 What worked well at this meeting?

Answered: 7 Skipped: 2

#	RESPONSES	DATE
1	The agenda was very tight.	2/13/2020 9:19 AM
2	It seemed like having the board update and leadership meeting ahead of time gave me more time to consider the information. People also seemed to appreciate the Leadership Breakfast.	2/4/2020 10:46 AM
3	I liked the virtual Board update, it helped me in preparing for the in-person meetings. Unfortunately, I was playing catch up because I missed the Friday Board meeting, but I felt like we did a good job of adjusting the time and agenda to tackle some very important and unexpected things.	1/29/2020 4:53 PM
4	Board is collegial and thoughtful, newer members are getting their feet and contributing well, virtual meetings lightened the MW schedule in a positive way, good ideas coming forward from goal-area committees.	1/27/2020 12:18 PM
5	As always, the meeting was well organized and I felt I had a good sense of the issues prior to the meeting. Documents were provided in a timely manner and I was ready for the discussion at each step. ACRL staff are amazing and I always feel like I am prepared thanks to their hard work ahead of these meetings.	1/27/2020 10:08 AM
6	Our board meetings are always well supported and planned. Thanks to terrific ACRL staff. Technology is always a potential challenge but there were not major issues in this arena.	1/26/2020 12:18 PM
7	Karen did an excellent job of managing time and encouraging us to spend a few extra minutes on topics when needed.	1/25/2020 9:32 PM

Q11 What should we do differently at our next meeting?

Answered: 5 Skipped: 4

#	RESPONSES	DATE
1	As we face some of these very difficult decisions, we may need to give ourselves more time for discussion, although admittedly, some of these are difficult because of lack of information upon which to base decisions.	1/29/2020 4:53 PM
2	I'm afraid that we treaded water a bit on EDI planning, partly because of issues with the EDI committee but also because I think we are still struggling to define our own terms and goals-- caught between what's possible and what we aspire to/want to see. Would like to revisit this discussion to decide how forcefully the Board should lead and in exactly which direction. Feels like the time is right to scope our commitment a little more clearly, after the good initial work that's been done. EDI committee seems to want more clarity from us, and I'm not sure we're really ready to provide it. Maybe a topic for Spring board meeting, if we can get budget clarity in the meantime.	1/27/2020 12:18 PM
3	Nothing that I can think of.	1/27/2020 10:08 AM
4	I don't believe I have anything significant to communicate.	1/26/2020 12:18 PM
5	It seems that other committees do not adhere to the "no conflict" time. For instance, I ended up having two ALA meetings scheduled during the "no conflict" time. It would be good to seek clarity about this blackout period from ALA and possibly schedule another hour of meeting time for the board, if needed.	1/25/2020 9:32 PM

Q12 Other comments or suggestions?

Answered: 5 Skipped: 4

#	RESPONSES	DATE
1	I would call this a successful pilot and a model we can use for next year and perhaps by then we'll know more about the Midwinter replacement options to guide our future meetings.	1/29/2020 4:53 PM
2	As always, Mary Ellen and staff are amazing and are continuing to do incredible work during very trying times!!	1/27/2020 12:18 PM
3	Thank you for all of your support!	1/27/2020 10:08 AM
4	Thanks again to the ACRL staff and the board leadership for planning and running positive and productive meetings. This was particularly important at this MW as we dealt with some tougher financial news.	1/26/2020 12:18 PM
5	All in all, I felt this first hybrid MW went extremely smoothly. Special thanks to staff and the presidents for all of your careful planning!	1/25/2020 9:32 PM

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Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: ACRL Working Group, Best Practices of Virtual Meetings

Submitted by: Samantha Harlow, Online Learning Librarian, Chair of ACRL committees in Distance Learning Section (DLS) and University Libraries Section (ULS)

Date submitted: March 27, 2020

Background

In Fall 2019, the Presidents saw the move of ACRL volunteer work to more virtual and wanted to provide more resources to ACRL members about how to effectively virtually. The Distance Learning Section (DLS) was contacted, and Harlow was suggested as a potential point person for this group. Harlow agreed to create and lead a working group for ACRL about "best practices of virtual meetings (Doc 15.1).

Discussion

1. Familiarize themselves with draft effective practices which will be added to ACRL's resources.
2. Acknowledge the contributions of the working group.

Stakeholders

The working group comprised of a variety of academic librarians with virtual meeting experience from ACRL DLS and ULS committees. Working Group members include Michael Courtney, Mou Chakraborty, Heather Dalal, Rebecca Graff, Samantha Harlow, Becca Neel, Jennifer Shimada, Lindsey Warton, Andrea M. Wright.

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 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.

ACRL Working Group: Best Practices of Virtual Meetings

Created by ACRL Working Team Members: March 2020

Michael Courtney, Mou Chakraborty, Heather Dalal, Rebecca Graff, Samantha Harlow, Becca Neel, Jennifer Shimada, Lindsey Warton, Andrea M. Wright

Working with Your Committee or Team

Timeline

Establish early and regular communication with your committee. There may be minimum requirements established, but you should reach shared expectations with your committee on additional communication that will help you complete your work. Create your meeting schedule at the start of your term to enable group work to stay on track.

Scheduling

The first step is determining member availability. There are several tools to make the process hassle-free:

- **Doodle** is an easy and free tool to survey availability. The poll creator sets initial days/times, and then can email a link to group members. Once group members have participated, a day and time can be selected. When using Doodle, ensure you enable **time zone support** so that there is no confusion for attendees in different regions.
- **When2meet** helps you find the best time for a group to meet in a free, compact way, so that events can be created and accessed quickly.
- **WhenIsGood** (also free) is also used by some groups for scheduling meetings. It's up to you which tool works best for you.
- **Google Calendar** is another useful tool for organizing and scheduling meetings. It allows for individuals to create multiple calendars, with various sharing options, to manage and schedule events. Shared calendars can be useful for multiple users, and there is an app for mobile access.

In order to ensure that team members are prepared for meetings, it's a good idea to set a reminder in your own calendar a week in advance of your scheduled meetings. Send the agenda at least a few days in advance. Be sure to include links to any virtual meeting space, shared documents, or relevant items, as appropriate, in your reminder.

Communication Methods with Team

In today's world, there are many different methods for communication with your committee: in-person meetings, email, video conferences, phone calls, and collaborative editors, among others. Do what works, but make sure that you document these discussions in Connect, in order to maintain openness, transparency, and a historical record. Identify in advance who is keeping minutes for the meeting.

After the Committee Meetings

Post meeting documents in the appropriate locations in accordance with your ACRL section's guidelines. Notify your committee members when items are posted.

Qualities for Chairs Running Virtual Meetings

Adapted from [Important Qualities for Chairs](#) from LITA's [Virtual Engagement Toolkit](#).

Organized

- Communicate regularly: Provide regular check-ins to update everyone on recent activity.
- If meetings are required, solicit agenda items from committee members, and reach a consensus on a date and time.
- [Doodle](#) is a free tool for scheduling meetings with multiple people across multiple time zones, as is [WhenIsGood](#), [When2Meet](#), and even [Google Calendar](#).
- Use technologies that are reliable and easily accessible for members, such as Zoom meetings, conference calls, Skype, or Google Hangouts.
- During the meeting, stick to the agenda but encourage participation and discussion (use tools provided by the software, such as raising hands for polling), and know when to table an issue for future discussion.
- Delegate work to members. Remember, they have volunteered because they want to participate in the group's work. We don't expect you to do all of the work yourself.
- Give clear deadlines.

Prepared

- Understand the expected time commitment, especially if you are starting a new position or other significant changes in your work or personal life. This will vary by committee, but assume that it will be significant.
- Contact the previous chair and ask for documents relating to procedures and the committee's work, if it's not all in Connect. Ask what worked and what didn't, and why.
- Read and bylaws or manuals, especially the sections on committees and interest groups. Note that all documentation may not be current.
- Identify and introduce yourself to any liaisons.

Flexible

- Utilize [lazy consensus](#): move forward even if you don't have 100% response.
- Have a Plan B for whatever the situation might be, and especially for meetings and projects.
- While it is important to set clear deadlines, understand when it is appropriate to give extensions. Remember, we are all volunteers and have day jobs and lives.
- Understand that technology fails. For example, if you're in the middle of an online meeting and there are connectivity or other technical difficulties, try to solve them and stick to the agenda.
- Acknowledge when meeting at the appointed time won't work and reschedule for a different time.

Accessibility

Keep the experience of people with disabilities in mind when creating documents and choosing tools. These disabilities may include vision issues, hearing issues, mobility and dexterity issues, or cognitive issues.

Asynchronous Materials

- Provide alternative (ALT) text for images.
- Ensure hyperlinks are easy to identify (e.g, they are underlined) and that they make sense when read out of context.
- Do not rely on color alone to convey meaning, and ensure there is high contrast between colors.
- Provide a text transcript for all audio media.
- Provide synchronized text captions for videos.

Web Conferences and Webcasts

- Allow participants to ask questions or participate via chat or voice.
- Ensure the platform is accessible by providing a telephone-based conferencing connection.
- If documents or slides are going to be used in the presentation, send them out to participants in advance or within the chat.
- Assume participants may not be able to see the screen due to calling in or having visual impairments.
 - Describe aloud all visual media that is essential to understanding the content (e.g., "On this slide there's a graph that depicts...").
 - Have people identify themselves before they speak.
 - Read written questions out loud before responding to them.
- Where possible, provide live captioning.
- Provide accessible versions of webcast recordings, including captioning and transcription.

Accessibility Tools and Websites

When choosing tools, research both what the vendor claims about the accessibility of their tool as well as reviews from users with disabilities. Some vendors will provide online Voluntary Product Accessibility Templates (VPATs) to show their compliance with accessibility guidelines or may provide information about compliance with Web Content Accessibility Guidelines 2.0 (WCAG 2.0).

Adapted from and for more detailed information, view [LITA's Accessibility Documentation](#).

Synchronous Versus Asynchronous Communication

There are many choices for communication for your committee.

Synchronous Options

- In-person meetings
- Video conferencing
- Phone calls

These work best for committee team building and when you need to generate and choose an idea quickly, in order to move forward in your committee's work. In-person meetings are getting phased out, making video conferencing or phone conferencing preferred.

Asynchronous Tools

Asynchronous tools give your committee members time to provide a thoughtful response.

Email is best for:

- Scheduling meetings
- Sharing progress
- Sending reminders

However, if email chains get confusing, call a meeting.

Google Docs is an excellent way to:

- Edit collaboratively
- Involve all members in committee work

Picking Web Conferencing Software

Committee chairs can decide which web conferencing software works best for them. If you have access to such a tool through your university, you can use it. ACRL offers Zoom to its committees through their

[ACRL webcast scheduling page](#). Zoom allows participants to join audio via the computer or by phone, has robust screen sharing tools, and is easy to use.

If the ACRL Zoom option is not available, you can use the [free version of Zoom](#) for a free 40 minute meeting, with limitations on how many participants can enter. Other popular tools include Webex, Skype, Google Hangouts, and Join.me. If you are using a virtual meeting tool for professional development webcasts, be sure to note the audio options for participants, how many participants can join, time limitations, and other limitations with free or university sponsored web conferencing software. For a comparison chart of other web conferencing tools, please see [LITA's Virtual Engagement Toolkit Web Conferencing page](#).

Facilitating Virtual Meetings

Adapted from [Tips for Facilitating Virtual Meetings](#) from LITA's [Virtual Engagement Toolkit](#).

Preparation

- Plan a detailed agenda
 - It can be useful for this agenda to be in a Google Doc that can also double as a space for meeting notes. Ensure permissions on the Google Doc are set so that all participants can view (and possibly edit) the document.
 - Have well-defined, concrete outcomes and action items for the meeting, and write these into the agenda.
 - Consider what each person in the meeting will be doing at any given time. How is each person actively participating? If they will simply be listening the entire time, the information may be better conveyed through an email or other form of asynchronous communication.
 - Plan in advance how long you'll spend on each agenda item. This will ensure you cover everything on time.
 - Allow time at the beginning for introductions and building community, and at the end to solicit additional questions, review outcomes, and clarify action steps.
 - Build time for quiet reflection or writing, if necessary. This keeps certain people from dominating discussions over those who need to think first.
- Send the agenda out in advance of the meeting and solicit agenda items from participants. Also send along any necessary or helpful information for review prior to the meeting. This cuts down on the amount of meeting time devoted to informing and increases the time available for engaging conversation and idea-sharing.
- Send out a formal meeting announcement with a finalized agenda.

Running the Meeting

- Establish norms at the beginning of at least your first meeting with the group. Example norms:

- Be mindful of your input. Share opinions, but don't monopolize the conversation.
- Stay present. Don't multitask or walk away without explanation.
- Should people keep their microphones muted?
 - Pros: Reduces background noise.
 - Cons: Discourages natural verbal back-and-forth.
- How should people use the chat?
 - The chat can be good for quick comments and questions, particularly with larger groups.
 - Encourage people to stay on topic in the chat; side comments may be fine, but side discussions generally should be avoided.
- Encourage engagement from all participants.
 - Provide quiet/wait time to allow people to think.
 - Call on people often in an engaging and conversational way. This helps ensure that everyone gets a chance to participate and encourages engagement.
 - With larger meetings, consider having everyone write their thoughts in a Google Spreadsheet or a Google Doc, as people can do this simultaneously. Set up these documents in advance to save time.
 - For quicker questions, use the "hand raise" feature or polling feature to gather opinions.
- Avoid sharing your desktop unless it is necessary. It takes up a lot of screen space (making it more difficult to see faces) and makes it more difficult for participants to have the agenda or other collaboration spaces open.
 - If you do share your screen, avoid excessive scrolling or sudden movements, as these can be disorienting.
 - As an alternative, consider using a Google doc or sharing links, and having everyone open up those pages on their own computers.
- Keep the pace moving and the discussions on the topic.
 - Use [lazy consensus](#); move forward even if you don't have 100% of people verbally agree. Read these [tips on building consensus](#) ahead of time.
 - Stick to the promised agenda and timing and finish the meeting early if possible.
- At the end of the meeting, summarize decisions and next steps. Ensure all outstanding tasks have owners and deadlines.

Follow-up & Assessment

- Send out brief meeting notes to your committee and ask for corrections.
- Post meeting documents in the appropriate locations in accordance with your ACRL section's guidelines (e.g., [ALA Connect](#)).
- Follow up on tasks and check in with the people assigned to do them before the items are due.
- Seek feedback from participants to help engage them in making sure the next meeting is even more successful.

Running Webcasts & Online Instruction

Communication and cooperation are crucial to successful webcasts and online instruction.

Working with Committee Members

Decide what roles you want to perform, who will:

- Coordinate with presenters and ACRL (e.g., Elois Sharpe).
- Give a formal introduction for the presentation.
- Collate questions and acknowledge receipt in chat.
- Serve as moderator and ask presenters questions from the audience.
- Act as technical moderator (e.g., facilitating breakout rooms, assisting with technical issues).
- Develop promotional materials.
- Send out promotional materials to each listserv.
- Create an evaluation form and link to the form.
- Conclude the presentation and ask for people to complete the evaluation.

Working with Presenters

Your committee will need to work closely with the presenters to:

- Find a workable date and time for a practice session and the live webcast or instruction session. Be sure to test polling limitations (e.g. participant limits, link access) and sharing presentations within the practice session. Provide recommendations when necessary. Consider sharing a best practice document (e.g., [ACRL ULS best practices for online presentation guidelines](#)) with presenters.
- Finalize promotional materials and share with appropriate academic library listservs. Be sure to include the presenters names and titles on all promotional materials and announcements.
- Provide practice session/s to ensure technical proficiency and clarify overall flow (e.g., do they want 1 or 2 pauses for questions, who will be doing what during the presentation, should the video stay on for everyone even if they're not speaking).
- Determine methods for participation and engagement (e.g., polls or breakout rooms).

Working with ACRL

Someone will need to work with ACRL to:

- Schedule acceptable dates for practice and final presentations for webcasts.
- Make sure [ACRL's Zoom schedule](#) is clear for all sessions.
- Work out logistics.
- Determine what permissions attendees should have during the meeting (e.g., audio/video/chat).
- Determine when follow-up message/s should go out and what they contain (e.g., supplementary info, presentation link, Microsoft PowerPoint slides).

Assessment of Webcast:

- If hosting a large scale virtual meeting or webcast, consider sending out an online assessment to participants to evaluate the program.
- Use online tools to create your evaluation of the session, such as Google Forms, Survey Monkey, and Qualtrics. Be sure to check the sharing settings on your survey for everyone to access the form. Put the form in the chat and the follow up email to your participants.

The ACRL University Libraries Section (ULS) Professional Development Committee has a well-developed procedure, on which this advice is based. For detailed info, please visit those pages: [ACRL ULS PDC: Committee Responsibilities: Organize and Execute Programs](#)

Project & Document Management

Document Management Think about your file type and management system and stay consistent.

- Keep file names short and consistent.
- Do not use spaces in the file naming.
- Use a collaborative tool such as Google Docs, Office 365 Online, or DropBox in order to store documents; be sure to communicate with your ACRL committee and section in order to stay consistent with bylaws of the section executive board. For example, ACRL Distance Learning Section (DLS) uses a Google Folder with a folder for every committee, with multiple editors from the committees on each folder.

This was adapted: For more information about Document Management, see [ALA LITA's Document Management](#) page from the [Virtual Engagement Toolkit](#) made by [2017 Emerging Leaders](#).

Project Management:

It's important to stay organized, communicate effectively and consistently, and set agendas for virtual meetings.

- Create an agenda that can be edited to add notes about each virtual meeting. Make your team members editors or commentators on the agenda.
- Set virtual meetings regularly to communicate with members using a virtual meeting tool just as Zoom or Webex. See ACRL's Facilitating Virtual Meetings suggestions.
- Work on a timeline and set clear expectations and deadlines with your team.
- Delegate tasks and trust your members.
- Remember the outcomes that your committee has set in collaboration with your ACRL section. Keep those outcomes in mind when setting agendas for virtual meetings.
- If you are hosting virtual professional development meetings or webcasts through your ACRL section, consider creating a project management document of how you will be managing the

events. For example, see the [ACRL ULS Professional Development Committee's ACRL LibGuide](#). This guide includes strategies for marketing, communicating events, and moderating large virtual meetings.

This was adapted: For more information about Project Management, see [ALA LITA's Project Management page](#) from the [Virtual Engagement Toolkit](#) adapted by and made by 2013 ALA Emerging Leaders and [2017 Emerging Leaders](#).

Troubleshooting & Tooltips

As with any technology, technical issues are inevitable, especially while facilitating online meetings on a large scale. It's important to have a plan B and sometimes even a plan C when interacting on virtual meeting platforms.

- **Prepare participants:** Encourage meeting attendees to install and test the platform being used beforehand: Checking audio and visual input settings prior to a meeting can help prevent issues during calls. Most applications such as Zoom, Webex, Google Hangouts, and Skype Meetings automatically ask to test audio and visuals before each call begins. If you are the facilitator, make sure you are familiar with the virtual meeting tool.
- **Audio quality:** If possible, it may be worth investing in a quality headset for people who frequently use online meeting platforms. Laptop audio settings can be adjusted to accommodate those with hearing disabilities.
- **Use a webcam:** External webcams offer better resolution, less lag, and best visual quality during your call.
- **Use a microphone:** Laptop microphone quality isn't usually preferable to an external microphone.
- **Wi-fi:** make sure your internet is working properly to prevent lag and connect to a stable wi-fi service for virtual meetings. If hosting the meeting, using the virtual meeting mobile app or a Chromebook is not ideal.
- **Be flexible:** Technical difficulties can happen to anyone, so be patient with meeting attendees and be prepared to make changes to your meeting agenda accordingly. It may be helpful to have a collaborative Google Doc open during the call where people can take notes to compose meeting minutes for those unable to make the call or stay on during the entire duration of the meeting due to technical issues.
- **Record the meeting:** This will not only help someone who might be having technical problems but might also help all in case attendees need to review it.

For larger meetings, having a moderator that can help with technical issues in the background while the presentation is running is ideal. It's hard to know the technical issues of your participants in a larger meeting, so please always remind them that the meeting or webcast is being recorded.

For more virtual meeting and webcast problems and troubleshooting tips, please see [ACRL's Instruction Section's Tips for Holding an Online Discussion Forum, Problem's to avoid section](#).

Tooltips for Zoom

- Update your name by clicking on the ellipsis in the upper, right corner of your ID rectangle. Add info such as your role in the meeting or your position in ACRL.
- Turn off/on your audio: Mac, ⌘Cmd+Shift+a and PC, Alt+a
- Turn off/on your video: Mac, ⌘Cmd+Shift+v and PC, Alt+v
- For host, mute everyone else: Mac, ⌘Cmd+Ctrl+M and PC: Alt+m
- Use the reactions and 'raise hand' to make the meeting engaging.
- Turn on closed captioning (CC) if needed.

Overall Resources & Links:

[ACRL's Instruction Section's Tips for Holding an Online Discussion Forum](#)

[LITA's Virtual Engagement Toolkit](#)

[ACRL University Library Section \(ULS\) Professional Development Committee LibGuide](#)

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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

Submitted by: Margot Conahan, ACRL Manager of Professional Development and Tory Ondrla, Conference Manager

Date submitted: March 23, 2020

Background

Given the current polarizing political climate¹ in the United States, site selection for future ACRL Conferences has the potential to be a controversial and contentious issue. To address diverse viewpoints, which are sometimes reflected in discriminatory laws and policies, organizations have developed new statements, initiatives and partnerships to show support for their members and attendees, acknowledge controversial laws and policies, and increase transparency for the site selection process.

In February 2020, the Public Library Association (PLA) held their conference in Nashville, Tennessee, which enacted legislation (Tennessee HB1840) that allows mental health counselors to refuse to treat patients based on the therapist's religious or personal beliefs. To address concerns from potential attendees, the PLA Board issued a [statement](#) to confirm their Core Values and highlighted this statement on their [conference website](#).

Section 10.8 ([Site Selection Criteria and Procedures](#)) of the ACRL Guide to Policies and Procedures outlines the process used to guide selection of the ACRL Conference host city. ACRL staff reviewed the current language and propose revisions to the existing language to better reflect the current site selection process. In addition, staff recommend adding a new section that addresses ACRL's Core Commitment to equity, diversity, inclusion, and accessibility as it relates to ACRL Conference site selection.

In addition, staff recommend updating Section 11.1.10 ([Site Selection](#)) of the Guide to Policies and Procedures, which outlines the process used to guide the selection of conferences, institutes, and

¹ Pew Research Center. "Political Polarization." <https://www.pewresearch.org/topics/political-polarization/>

preconferences not affiliated with the ACRL Conference, in order to have consistent site selection procedures across the association.

Stakeholders

n/a

Fiscal and Staffing Impact

If approved, staff will update the Guide to Policies and Procedures and affirm ACRL's commitment to its Core Values on the ACRL Conference website.

Action Recommended

That the ACRL Board of Directors approves the following changes (in red and 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

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 car ~~other modes of transportation~~ and conference venues within close proximity to each other
- 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 as required by ALA policy.
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. ~~Typically, the ACRL president and executive director attend the ALA Board meeting to present the request for site approval.~~

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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;
- 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;
- ACRL will consult the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide conference planning and work 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 or~~ Annual Conference, or the ACRL Conference will be made in conformity with Section ~~VIII~~ 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 Program Planning Committee ~~the ACRL staff in consultation with the ACRL staff who will consult with the planning committee, as appropriate, about 18 months in advance of the event.~~ Planning committees may

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recommend ~~conference~~ 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~~
- ~~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.~~

~~Every Effort~~ should be made to hold ~~conferences and/or~~ preconferences in the same city as the ALA Annual Conference or Midwinter Meeting when appropriate, and in facilities ~~under contract~~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;
- 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.

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- 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.

☐ 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.

ACRL SB20 Doc 17.0
(Also ACRL MW20 Doc 10.1
ACRL MW20 Joint Board/B&F Doc C)

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This document reflects the budget as presented at Midwinter 2020. For changes since Midwinter 2020, please refer to Doc 17.2 FY21 Budget Changes MW20 to SB20.

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

ACRL SB20 Doc 17.0
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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 Ed 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 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.

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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 4th 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 in B&F Doc 16.1.

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 \$2,545,859¹, for net operating income of -\$32,324.

Table 1: Choice Publishing Unit FY21 Overview

	FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
TOTAL REVENUES	2,513,535	2,645,630	(132,095)	2,520,864	(7,329)
TOTAL EXPENSES	2,545,859	2,654,851	108,992	2,698,854	152,995
NET REVENUES	(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
SUBSCRIPTIONS							
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)
	4110	TOTAL SUBSCRIPTIONS	1,262,927	1,326,102	(63,175)	1,306,130	(43,203)

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 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

¹ 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.

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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
ADVERTISING & SPONSORED CONTENT							
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)
		TOTAL ADVERTISING & SPONSORED CONTENT	647,609	701,328	(53,719)	599,110	48,499

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 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 FY21.²

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
ROYALTIES							
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
TOTAL ROYALTIES			518,999	519,200	(201)	521,691	5,678

Table 4: Royalties

² 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, FY13-19³

	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.

³ 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.

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Table 6: Expenses

		FY21B	FY20B	FY21B v FY20B	FY19	FY21B v FY19
EXPENSES						
	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
	Subtotal Direct Expenses	2,243,230	2,330,215	86,985	2,389,512	146,282
						0
	Subtotal Indirect Expenses (IUTs)	(59,050)	(55,135)	3,915	(63,083)	(4,033)
						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
	Subtotal Overhead	362,268	379,771	17,503	372,425	10,157
						0
	TOTAL EXPENSES	2,546,448	2,654,851	108,403	2,698,854	152,406

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.

This page included to accommodate double-sided printing.

	A	S	T	U	V	W	X	Y
1	4/1/2020 14:41	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	\$605,189
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$38,714	\$14,000	\$1,700
17	Advisory	\$0	\$0		\$27,050	\$33,490	\$88,500	\$88,500
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	\$4,250
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$793,870	\$769,509	\$761,454
24	PUBLICATIONS							
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,517,441
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	\$560,932
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	\$323,146
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$152,279
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	\$3,596,405
34								
35	EDUCATION							
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$308,921	\$355,624	\$368,450
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,576,251
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$223,245	\$218,895	\$218,260
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	\$3,255,139
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	\$7,612,998
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,517,441
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	\$5,095,557
56								
57								
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,576,251
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	\$7,671,808

	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)	\$45,492
65	Exec. Ctte. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$162,640
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$86,188
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,153
68	Discussion Groups	\$0	0	\$0	\$0	\$0	\$0	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$51,270
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$21,770
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$134,130	\$158,862	\$135,730
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$121,140
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	\$32,209	\$41,100	\$37,634
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$0	\$18,931	\$0
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$41,205	\$55,009	\$44,983
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$21,645
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$44,503	\$15,510	\$20,542
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$113,157
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$57,851	\$97,154	\$39,953
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$38,053
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	\$64,897
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$7,236	\$18,226	\$9,766
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$42,920	\$65,878	\$56,842
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$77,032
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,505,733	\$1,481,999	\$1,255,887
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	\$130,079
94								
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$197,818	\$54,952	\$190,079
96								
97	PUBLICATIONS							
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,527,623
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	\$551,349
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$19,622	\$22,566	\$19,901
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,408
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,815
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	\$3,498,796
107								
108	EDUCATION							
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$293,394	\$343,682	\$341,498
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,093,753	\$298,286	\$2,227,703
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$203,473	\$208,690	\$206,796
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$56,801
113								
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,640,251	\$925,066	\$2,832,798
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	\$7,717,560
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,527,623
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	\$5,189,937
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	\$2,962,234

	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)	(\$94,380)	
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,990)	(\$9,221)	(\$10,182)	
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	\$2,552,576	
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	\$2,294,203	
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	DEFINITIONS								
148	Lines 7 and 9 represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.								
149									
150	Lines 8 and 10 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
151									
152	Line 12, the subtotal, represents the total net worth of the four Lines 7-10. The totals shown on the line are not reflected any other place in the budget.								
153									
154	Line 15 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
155									
156	Line 36 is the total revenue from the Immersion Institutes.								
157									
158	Line 38 is the total revenue from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.								
159									
160	Line 55 represents the total revenue as shown on the subtotal lines for membership (Line 22), publications (Line 33), education (Line 42), and special programs (Friends of ACRL-operating) (Line 49), minus CHOICE revenue (Line 53).								
161									
162	Line 59 shows total ACRL revenue (Line 52) minus revenue generated from ACRL Conferences (Line 58) and CHOICE (Line 53).								
163									
164	Line 109 shows total expense from the Immersion Institutes.								
165									
166	Line 111 shows total expenses from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.								
167									
168	Line 121 represents the total expenses shown on subtotal lines for membership activities (Line 87), special projects (Lines 94 & 95), publications (Line 108), education (Line 116), and funded projects (Line 119).								
169									
170	Line 124 shows the total expenses for ACRL and represents the expenses shown on Line 121, total expenses, minus Line 122, CHOICE expenses.								
171									
172	Line 126 shows total ACRL expenses (Line 124) minus ACRL Conference expenses (Line 110) and CHOICE (Line 122).								
173									
174	Line 130 shows net without CHOICE and is equal to the total revenues budgeted on Line 55 less the total expenses budgeted on Line 124.								
175									
176	Line 131 shows the CHOICE net and is equal to the total revenues budgeted on Line 53 less the total expenses budgeted on Line 122.								
177									
178	Line 133 shows funds transferred from ACRL operating fund balance into CHOICE's operating fund balance for OER.								
179									
180	Line 134 – CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
181									
182	Line 137 – ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 7 operating fund balance plus Line 130 net without CHOICE, minus funds added from ACRL's operating fund balance to ACRL's long-term investment.								
183									
184	Line 138 – Mandated Operating Reserve								
185	The sum of 25% of the average operating expense Line 124, based on the four most recently completed years.								
186									
187	Line 140 shows funds transferred from ACRL's operating balance to ACRL's LTI								
188									
189	Lines 141 and 142 show year-end gains/losses for ACRL and CHOICE.								
190									
191	Lines 143 and 144 show year-end LTI balances for ACRL (142) and CHOICE (143).								
192									
193	Salaries and operating costs are allocated to each budget project and are not presented as a separate line item.								
194	Note: ALA made additional adjustments to the FY13 close resulting in a slightly smaller opening balance for FY14.								
195									
196									
197									
198									
199									
200									

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1	4/1/2020 14:41		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	2021
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	\$67,851	\$97,154	\$39,953
8		Net	(\$17,021)	(\$29,642)	(\$109,776)	(\$118,069)	(\$20,601)	(\$97,154)	(\$39,953)
9	Project Outcome - 3712	Revenue	\$0	\$0	\$0	\$0	\$37,250	\$0	\$4,250
10		Expense	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$77,032
11		Net	\$0	\$0	\$0	(\$49,690)	(\$210,315)	(\$206,697)	(\$72,782)
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	\$4,250
16	Subtotal Expenses 1		\$18,687	\$109,902	\$109,776	\$167,759	\$305,416	\$303,851	\$116,985
17	Subtotal Net 1		(\$18,687)	(\$43,902)	(\$109,776)	(\$167,759)	(\$230,916)	(\$303,851)	(\$112,735)
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	\$20,542
21		Net	(\$45,090)	(\$68,733)	(\$51,071)	(\$37,333)	(\$44,503)	(\$15,510)	(\$20,542)
22	III. Immersion National -3830	Revenue	\$180,281	\$191,842	\$165,303	\$232,048	\$222,065	\$184,714	\$218,245
23		Expense	\$158,267	\$170,301	\$162,173	\$222,813	\$212,324	\$183,745	\$209,671
24		Net	\$22,014	\$21,541	\$3,130	\$9,235	\$9,741	\$969	\$8,574
25	III. 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	III. 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	\$243,245
35	Subtotal Expenses 2		\$327,054	\$387,108	\$252,578	\$260,146	\$260,577	\$215,746	\$245,216
36	Subtotal Net 2		(\$6,018)	(\$42,570)	(\$41,325)	(\$28,098)	(\$38,512)	(\$8,532)	(\$1,971)
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	\$113,157
40		Net	(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$113,157)
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	\$113,157
43	Subtotal Net 3		(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$113,157)
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	\$9,766
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	\$9,766
49	Subtotal Net 4		\$0.00	\$0	(\$3,887)	(\$13,896)	(\$7,236)	(\$18,226)	(\$9,766)
50									
51	Subtotal Revenues STRATEGIC PRIORITIES		\$329,036	\$420,538	\$221,253	\$242,048	\$306,421	\$217,214	\$247,495
52	Subtotal Expenses STRATEGIC PRIORITIES		\$403,986	\$586,086	\$437,717	\$561,657	\$728,305	\$676,249	\$485,124
53	Subtotal Net STRATEGIC PRIORITIES		(\$74,950)	(\$165,548)	(\$216,464)	(\$319,609)	(\$421,884)	(\$459,035)	(\$237,629)
54									

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1	4/1/2020 14:41		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	2021
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	\$605,189
58		Expense	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$45,492
59		Net	\$460,464	\$459,742	\$481,421	\$409,570	\$549,177	\$646,229	\$559,697
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	\$162,640
62		Net	(\$194,933)	(\$215,838)	(\$190,578)	(\$212,181)	(\$232,282)	(\$220,391)	(\$162,640)
63	Advisory Services -3203	Revenue	\$86,269	\$72,425	\$82,350	\$27,050	\$33,490	\$88,500	\$88,500
64		Expense	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$86,188
65		Net	\$8,775	\$14,234	(\$28,820)	(\$73,582)	(\$27,216)	\$7,274	\$2,312
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	\$51,270
68		Net	(\$22,552)	(\$26,833)	(\$21,863)	(\$30,121)	(\$27,926)	(\$30,890)	(\$31,670)
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	\$21,770
71		Net	(\$23,079)	(\$16,278)	(\$10,417)	(\$27,541)	(\$18,636)	(\$31,943)	(\$21,770)
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	\$135,730
74		Net	(\$131,929)	(\$125,099)	(\$104,432)	(\$153,752)	(\$134,130)	(\$158,862)	(\$135,730)
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	\$121,140
77		Net	(\$79,236)	(\$122,455)	(\$91,808)	(\$125,315)	(\$117,292)	(\$130,338)	(\$121,140)
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	\$158,842
80		Net	(\$77,595)	(\$27,315)	(\$80,249)	(\$48,115)	(\$95,570)	(\$84,878)	(\$131,752)
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	\$130,079
83		Net	(\$84,180)	(\$36,380)	(\$60,245)	(\$65,357)	(\$129,998)	(\$54,952)	(\$130,079)
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	\$21,645
86		Net	(\$9,046)	(\$2,201)	(\$10,577)	(\$5,231)	(\$5,962)	(\$7,383)	(\$6,520)
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	\$755,504
100	Subtotal Expenses Member Engagement		\$890,732	\$846,982	\$897,470	\$1,046,363	\$957,740	\$821,643	\$934,796
101	Subtotal Net Member Engagement		(\$130,759)	(\$98,423)	(\$117,568)	(\$331,625)	(\$239,835)	(\$66,134)	(\$179,292)
102									

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1	4/1/2020 14:41		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	2021
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	\$152,279
105		Expense	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,815
106		Net	\$17,433	\$27,685	\$46,971	\$46,487	(\$24,378)	\$62,914	\$46,464
107	ACRL Standards -3204	Revenue	\$13,694	\$8,434	\$1,802	\$2,704	\$1,464	\$4,000	\$1,700
108		Expense	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,153
109		Net	\$8,265	(\$4,625)	(\$8,388)	(\$12,589)	(\$7,128)	(\$9,569)	(\$3,453)
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	\$53,334
112		Net	(\$43,871)	(\$48,271)	(\$44,456)	(\$38,594)	(\$32,209)	(\$41,100)	(\$37,634)
113	C&RL News - 3302	Revenue	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$560,932
114		Expense	\$446,431	\$424,675	\$429,039	\$487,139	\$550,606	\$583,588	\$551,349
115		Net	\$139,342	\$98,401	\$219,515	\$82,825	\$63,352	(\$18,931)	\$9,583
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	\$19,901
118		Net	\$7,184	\$1,239	\$1,917	\$1,471	\$10,248	\$4,807	\$7,006
119	Non-Periodical Pubs -3400	Revenue	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$323,146
120		Expense	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,408
121		Net	\$54,315	\$85,603	\$31,431	\$58,146	\$114,927	\$44,457	\$44,738
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	\$2,517,441
126		Expense	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,668,331	\$2,527,623
127		Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	\$10,940	(\$10,182)
128	Subtotal Revenues Publications		\$4,093,326	\$3,967,958	\$4,064,319	\$3,928,852	\$3,644,660	\$3,828,690	\$3,598,105
129	Subtotal Expenses Publications		\$4,043,714	\$4,044,318	\$3,932,093	\$3,923,107	\$3,697,839	\$3,775,172	\$3,541,583
130	Subtotal Net Publications		\$49,612	(\$76,360)	\$132,226	\$5,745	(\$53,179)	\$53,518	\$56,522
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	\$1,080,664
133	Subtotal Exp Pub w/out CHOICE		\$893,267	\$914,952	\$876,835	\$977,823	\$998,985	\$1,106,841	\$1,013,960
134	Subtotal Net Pub w/out CHOICE		\$182,668	\$160,032	\$246,990	\$137,746	\$124,812	\$42,578	\$66,704
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	\$56,801
142		Net	\$84,699	\$74,407	\$66,612	\$45,338	\$54,067	\$16,162	\$19,377
143	Licensed Workshops -3341	Revenue			\$55,795	\$179,680	\$77,000	\$148,410	\$125,205
144		Expense			\$78,422	\$144,325	\$77,320	\$143,446	\$116,824
145		Net		\$0	(\$22,627)	\$35,355	(\$320)	\$4,964	\$8,381
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	\$218,260
150		Expense	\$205,406	\$185,476	\$170,544	\$233,825	\$187,146	\$198,030	\$206,796
151		Net	\$26,164	\$17,698	\$59,517	\$23,597	\$36,099	\$9,579	\$11,464

	A	B	G	H	I	J	K	L	M
1	4/1/2020 14:41		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	2021
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)	\$2,576,251
153		Expense	\$17,994	\$186,467	\$2,112,515	\$41,801	\$46,042	\$268,334	\$2,193,186
154		Net	(\$17,994)	(\$209,467)	\$702,781	(\$41,801)	(\$46,042)	(\$292,334)	\$383,065
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	\$34,517
157		Net	\$779,068	(\$28,205)	(\$53,579)	(\$159,660)	\$501,951	(\$29,952)	(\$34,517)
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	\$64,897
163		Net	(\$35,367)	(\$27,525)	(\$27,620)	(\$19,212)	(\$27,123)	(\$41,992)	(\$48,897)
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	WEISS 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	\$3,011,894
174	Subtotal Expenses Education		\$2,306,786	\$548,994	\$2,520,228	\$737,411	\$2,465,301	\$782,822	\$2,673,021
175	Subtotal Net Education		\$796,354	(\$176,612)	\$723,791	(\$118,583)	\$502,305	(\$332,947)	\$338,873
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	\$38,053
180		Net	(\$26,282)	(\$23,139)	(\$36,459)	(\$56,668)	(\$42,629)	(\$52,694)	(\$38,053)
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	\$44,983
183		Net	(\$47,059)	(\$59,040)	(\$51,730)	(\$43,951)	(\$41,205)	(\$55,009)	(\$44,983)
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	\$83,036
189	Subtotal Net Adcoacy		(\$73,341)	(\$82,179)	(\$88,189)	(\$100,619)	(\$83,834)	(\$107,703)	(\$83,036)
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	\$7,612,998
192	Subtotal Exp ENABLING PROGRAMS & SERVICES		\$7,314,573	\$6,108,559	\$7,875,697	\$6,369,157	\$7,933,019	\$6,163,589	\$7,717,560
193	Subtotal Net ENABLING PROGRAMS & SERVICES		\$641,866	(\$599,122)	\$433,796	(\$864,691)	(\$296,427)	(\$912,301)	(\$104,562)
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	\$5,095,557
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	\$5,189,937
197	Subtotal Net ENABLING PROGS & SERVS W/O CHOICE		\$774,922	(\$362,730)	\$548,560	(\$732,690)	(\$118,436)	(\$923,241)	(\$94,380)
198									
199			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019	\$2,021
200			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	\$7,612,998
202	TOTAL: Expenses including CHOICE		\$7,718,559	\$6,108,559	\$7,875,697	\$6,369,157	\$7,933,019	\$6,163,589	\$7,717,560
203	TOTAL: Net including CHOICE		\$566,916	(\$599,122)	\$433,796	(\$864,691)	(\$296,427)	(\$912,301)	(\$104,562)
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	\$5,095,557
207	TOTAL: Expenses W/O CHOICE		\$4,568,123	\$2,979,193	\$4,820,439	\$3,423,870	\$5,234,168	\$3,495,261	\$5,189,937
208	TOTAL: Net W/O CHOICE		\$699,961	(\$362,730)	\$548,560	(\$732,687)	(\$118,436)	(\$923,241)	(\$94,380)
209									
210	% OF TOTAL REVENUE W/O CHOICE								
211	Strategic Priorities		6%	16%	4%	9%	6%	8%	5%
212	Member Engagement		14%	29%	15%	27%	14%	29%	15%
213	Education		59%	14%	60%	23%	58%	17%	59%
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									

[illegible]

FY21 Budget Changes: MW20 to SB20

ACRL

	MW20	SB20	Variance
Revenue	\$5,114,171	\$5,095,557	(\$18,614)
Expenses	\$5,299,392	\$5,189,937	(\$109,455)
Net	(\$185,221)	(\$94,380)	\$90,841

3200 Membership

- 4000: Dues updated to reflect updated membership numbers. Dues revenue reduced from \$539,013 to \$526,999.
- 5110 Professional Services: removed \$5,000 for Feathr marketing (\$2,500 also in 3808)
- 5302 Meal Functions: changed AC & MW Leadership Council catering from lunch to drinks/snacks. Split between 3200, 3201, 3250, 3275; \$2,600 for each project. Cost savings = \$1,864 per project or \$7,458 total.

3201 Board

- 5302 Meal Functions: changed AC & MW Leadership Council catering from lunch to drinks/snacks. Split between 3200, 3201, 3250, 3275. Cost savings = \$1,864 per project or \$7,458 total.
- Updated SPOS to reflect one-day meeting prior to ACRL 2021. Total cost savings of \$37,429.
 - HOTEL (5212): \$6,975 = 31 people @ \$225/night inclusive at Sheraton (1 night arrive on Tuesday for Wednesday start). Cost savings of \$6525 from previous amount of \$13,500. Per diem cost savings of \$750 from previous amount of \$1500.
 - ROOM RENTAL (5300) = \$0 meeting room rental we already have it in our contracts. Cost savings \$750.
 - AV (5301)= \$1,500 AV inc. screen, LCD projector, 2 wireless mics. \$2,000 cost savings.
 - CATERING (5302) = inc. Bfast \$48 / AM \$15 ea / Lunch \$68 / PM \$35 = \$166/person/day = \$5,146. Cost savings of \$8304 from previous amount of \$19,650.
 - FACILITATOR (5110) = \$3000. Cost savings of \$7,000 from original amount of \$10,000.
 - Flights (5212) removed due to meeting being held prior to ACRL 2021. \$12,100 cost savings.

3250 Committees & Interest Groups

- 5302 Meal Functions: changed AC & MW Leadership Council catering from lunch to drinks/snacks. Split between 3200, 3201, 3250, 3275. Cost savings = \$1,864 per project or \$7,458 total.

3275 Sections

- 5302 Meal Functions: changed AC & MW Leadership Council catering from lunch to drinks/snacks. Split between 3200, 3201, 3250, 3275. Cost savings = \$1,864 per project or \$7,458 total.

3340 Web CE

- 5940 IUT-Registration Processing: \$8.25 per registrant for online courses and webcasts. Based on 616 online learning attendees. Includes fees for ALA and PBD. New calculation = \$5,082.

3402 Equity, Diversity and Inclusion

- Removed subsidized workshops, which were moved from 3702 scholarly communications to 3402 EDI. Line numbers: 4430, 5304, 5305. Total expenses of \$6,750 (\$10,000 revenue in subsidized license fee -\$7,500 expense in honorarium for subsidized presenters, -\$9,250 expense in travel costs for subsidized presenters). Cost savings \$6750.

3501 Liaisons

- Increase from \$18,000 to \$20,000 for liaison support. Previous budget allowed for \$30,000, but included \$18,000 based on historical actuals; total maximum is now \$20,000.

3703 Value of Academic Libraries

Total cost savings of \$30,000.

- Removed \$12,00 for academic library impact research grants for 2017 action-oriented research agenda (5350).
- Removed \$10,500 for dissemination costs for those awarded grants in FY20, as did not issue CFP in FY20 (5350).
- Removed \$7,500 support for travel scholarships (5350).

3712 Project Outcome

Total cost savings: \$11,650.

- Added \$3500 for licensing fees for two training workshops (4490).
- Revenue reduced from \$5850 to \$750 for new group accounts and training revenue moved to 4490.
- Reduced from \$1850 to \$0 for presenter travel costs, as hosts are billed directly for costs (5304).

- Reduced workshop presenter honorarium (5305) from \$1,000 to \$800.
- Added \$300 for printing flyers (5402)
- Reduced web operating expenses (5430) from \$72,200 to \$62,300.
- Added \$563 for overhead (5911).

3808 ACRL Conference 2021

- Additional \$5K for increased virtual conference registration fee (4200).
- 5110 Professional Services: removed \$2,500 for Feathr marketing (\$5K also removed in 3200)

3830 Immersion National

- Updated revenues and expenses based on corrected number of attendees. Increased net from \$7,741 to \$8,574.

3831 Friends of ACRL

- Removed \$2,500 for donor prospect visits (5350).

CHOICE

	MW20	SB20	Variance
Revenue	\$2,513,535	\$2,517,441	(\$3,906)
Expenses	\$2,545,859	\$2,527,623	\$18,236
Net	(\$32,324)	(\$10,182)	(\$22,142)

Revenue

- Choice Reviews subscription revenue reduced by \$26K
- Net income from Webinars, after ACRL split, was increased by \$20K
- These changes resulted in at \$4K increase in revenue.

Expenses

- Minor changes were made to expense lines resulting in an \$18K overall reduction in expenses.

Total improvement

- Midwinter to Spring Board meeting: \$22K (\$4K in revenue; \$18K in expenses)

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



Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: ACRL Input for the next "Constellation" focus for the New Roles & Changing Landscapes Committee

Submitted by: Jolie Graybill, Chair, New Roles & Changing Landscapes Committee

Date submitted: March 13, 2020

Background

The New Roles & Changing Landscapes Committee employs an organizational or systems constellation approach for strategy development and goal-setting regarding overall committee work. The committee currently has 3 projects resulting from previous constellation topics where work input is changing and/or tapering off—the Open Educational Resources and Affordability RoadShow, online change course, and diversity pipeline. The committee is currently working on identifying the next constellations topic and all members had opportunity to suggest new constellations topics. As a committee, we narrowed the suggested constellations topics down to a final four (originally, March Madness was still on the calendar!). The goal of the constellation topic is for the committee to create information, products, and services around it and/or for that new role.

Questions for the Board to Discuss

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

The NRCL committee would like input in the form of suggestions, recommendations, or feedback regarding the Final Four Constellations topic areas:

1. Open Science/Knowledge

"Open" as in open data and content (and more specifically, open science) means it can be freely used, modified, and shared by anyone for any purpose. An open knowledge initiative is a direction in which scholarship is headed and is currently critical to scientific responses to COVID-19 and other unanticipated phenomena.

2. Assessment Librarian

Although ACRL is very active in facilitating assessment for a wide variety of library services, libraries might need some assistance in determining the role of an assessment librarian – what skill sets are necessary for success, where does the librarian report in

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the organizational structure, what does the assessment librarian actually do and with whom, what networking opportunities exist to help build capacity, etc. Something interesting from SLILC work plan: “Articulate and advocate for the role of librarians in setting, achieving, and measuring student success and research support.” Broader than library.

3. User Experience/Anthropologist Librarian

User Experience librarians bridge the gap between the back-end with the front-end – user experience involves studying the look, feel and usability as well as how users interact with a system and then creating that system to accommodate the users.

4. Digital Humanities Librarian

DH Librarians partner on collaborative digitization projects from text mining rights negotiation to hosting open access journals to designing and implementing makerspace areas.

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.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Diversity Alliance Task Force Recommendations

Submitted by: Jon E. Cawthorne, ACRL President-elect

Date submitted: March 30, 2020

Background

The ACRL Board approved the Diversity Alliance Task Force (DATF) in 2016. As the Diversity Alliance (DA) transitioned from the four founding institutions to ACRL as the administrative home, the Task Force was established to recommend sustainable approaches for: 1) expanding the number of residencies, 2) supporting the work of coordinators and residents, 3) exploring all areas of the pipeline support for underrepresented, racial and ethnic minorities to enter academic and research libraries.

The DA creates an innovative national leadership network to address three fundamental challenges related to our information industry: 1) a lack of talented entry level employees, particularly those underrepresented, ethnic minorities entering the profession; 2) cultural hiring practices (requirements 3-5 years' experience, not considering other experience from community colleges or public libraries) that influence and hinder academic and research library hiring. Finally, how individuals are introduced and decide to pursue our profession remains a long-standing challenge. Each one of these long-standing challenges must be recognized and addressed by local academic and research library leaders.

The DA, now at ACRL, serves as a national effort, linking many institutional efforts and leaders to a common, larger professional effort. In 2018, the DATF received a year extension to fold in comments and perspectives from residents, coordinators and make specific recommendations regarding how the DA work is sustained in ACRL, particularly given the strategic focus on the Equity, Diversity, and Inclusion Committee and focus for ACRL.

In 2020, the DA membership expanded to 50 institutions which created 75-80 Residency positions.

Five, ten and fifteen years from now our collective efforts will affect all searches across academic and research libraries. Since beginning the Diversity Alliance work in 2015, broader definitions of diversity, equity and inclusion are now being used. While we appreciate and recognize the importance of broader, more inclusive definitions, the DA must remain committed to creating opportunities for

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underrepresented, ethnic minorities. The focus of the DA is the creation and sustainability of residency programs for underrepresented, ethnic minorities to gain experience in academic and research libraries. Residency programs should not be a library's only DEI effort, they must be part of a suite of initiatives. There are ways for academic and research library leaders to bring a focus on increasing the pipeline, like hiring underrepresented, ethnic minorities to work as student assistants. Leaders can also become much more intentional about influencing the culture of hiring at their respective institutions.

1. Best practices checklists for leaders and organizational readiness for top organizational leaders (Deans, Directors) who commit to join, support and create residency positions through the DA. This checklist can be agreed upon as leaders join the DA annually.
 - Leadership pledge: Along with signed letter, each leader must sign leadership pledge
 - Program assessment is another expectation that should be explored- what are the goals of these residencies and are we meeting them?
2. DA is about community building
 - Across institutions for greater understanding of alignment and culture (see: [Stanford: Collective Impact Model](#) and or work on organizational culture)
 - Onboarding for all new mentors, coordinators/leaders/champions, and regular on-line and physical meet-ups at conferences
 - Support and coordination of annual or biannual institutes which promote greater regional affiliations, network building and exposure to other institutions. Currently, the chair of the DATF has commitments for institutes in 2020, 2021, 2022 and 2023.
3. Resources for support across the DA (current and prospective institutions)
 - Diversity, Equity and Inclusion and organizational culture checklist
 - Coordinators, human resource professionals and department heads all need training
 - Institutions who create residencies should identify travel support for residents
 - Clearinghouse for information, schedules and best practices for Mentors/Coordinators
 - Link institutional efforts through Skill type and other virtual platforms
4. Establish an annual report on the impact of residencies on the professional done every few years. Include stories of post-residency positions and surveys.

The DATF strongly recommends a task force within ACRL. The DATF recommends that the definition and focus of the DA might be revisited once our academic and research libraries better reflect the diversity of our student populations and our society as a whole. Before ACRL takes on any formal (financial or personnel) support of the institutes, they should wait and see how they develop over the next three to four years.

Name, Charge & Tasks, Composition, Timeline

- Name: ACRL Diversity Alliance Task Force
- Charge & Tasks: Oversees the ACRL Diversity Alliance and completes the following tasks:
 1. Develop best practices checklists for leaders and organizational readiness for top organizational leaders (Deans, Directors) who commit to join, support and create residency positions through the DA. This checklist can be agreed upon as leaders join the DA annually.
 2. Explore program assessment to identify the goals of these residencies and if member institutions are meeting them?
 3. Develop leadership pledge; along with the signed letter of commitment, each leader must sign leadership pledge.
 4. Develop member resources, including Diversity, Equity and Inclusion and organizational culture checklist; Coordinators, training for human resource professionals and department heads; Institutions who create residencies should identify travel support for residents; Clearinghouse for information, schedules and best practices for Mentors/Coordinators; Link institutional efforts through Skill type and other virtual platforms.
 5. Submit a report to the ACRL Board on the impact of residencies on the professional, and include stories of post-residency positions and surveys.
- Composition:
 - Chair
 - Representative from ACRL Diversity Committee
 - Representative from ACRL Residency Interest Group
 - Board Liaison
 - Staff Liaison
 - Additional member appointments at the discretion of the Vice-President/President-Elect
- Timeline:
 - Task force terms: July 1, 2020 – June 30, 2022
 - Interim reports submitted: January 2021, January 2022
 - Final report (task 5): June 2022

Stakeholders

The proposal was reviewed by the current ACRL Diversity Alliance Task Force.

Fiscal and Staffing Impact

If approved, staff will update the Directory of Leadership and membership materials. Staff will also notify ALA Membership.

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

Recommended Action

Action: That the ACRL Board of Directors approves the appointment of a new Diversity Alliance Task Force with an updated charge, tasks, and timeline.

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.

ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
Academic Librarians Standards and Guidelines Review Task Force	<p>Charge: The Task Force, following the procedures for the review of standards found in the ACRL Guide to Policies and Procedures, Chapter 14, and pertaining to the six documents from the charge of the original Task Force, is established to:</p> <ol style="list-style-type: none"> 1. Review the work and recommendations of the previous Task Force 2. Recommend changes in text or direction in the work of the previous Task Force as needed, focusing on ease of use of the proposed Guidelines for Academic Librarian Employment and Governance Systems along with specificity on and inclusiveness of non-tenure track faculty procedures in the document 3. Produce a draft document incorporating these changes 4. Seek wide ranging comments and input from stakeholder communities and the general ACRL membership 	<p>Chair: Julia M. Gelfand</p> <p>Board liaison: Faye A. Chadwell</p> <p>Staff liaison: David Free</p>	<p>No later than Midwinter 2020: The final document should be submitted for ACRL Board approval within six months of the draft being circulated for comment and the final report should be submitted no later than AC20.</p> <p>Annual 2019: Second interim report due.</p> <p>Spring 2019: First interim report due.</p>	<p>Spring 2020: The task force met around Midwinter, but work has stalled due to COVID-19.</p> <p>Midwinter 2020: 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>Fall 2019: Task Force is on track to submit its final document at MW20.</p> <p>Annual 2019: The TF submitted an interim report. This spring the TF collected data on the status of academic librarians at a variety of institutional types through data from ACRL surveys and a custom survey they distributed to a number of ACRL lists. Based on the feedback, they are leaning towards submitting one combined document (continuing the track taken by the previous iteration of the TF) instead of keeping the documents separate. They are holding an open forum on the revision at ALA Annual to collect additional feedback.</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>Spring 2019: Task force has started meeting virtually and in person at MW to begin work reviewing the work done by the previous version and deciding on a course of action moving forward. They are working on data collection on faculty status and related issues, including finalizing a survey for distribution to membership. They are also planning to hold a forum to collect feedback at Annual.</p> <p>Midwinter 2019: appointment extensions sent and accepted.</p> <p>Midwinter 2019: task force extended through June 30, 2020.</p> <p>Fall 2018/December 2018: Appointments completed.</p> <p>July/August 2018: Call for Volunteers posted early July and appointments in August.</p> <p>Annual 2018: The Board established the task force.</p>

<p>ACRL/ALA/ARL IPEDS Task Force</p>	<p>Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.</p>	<p>Co-chairs: Robert Dugan & TBD by ARL</p> <p>Board Liaison: n/a</p> <p>Staff Liaison: Mary Jane Petrowski</p>	<p>AC 2022: Final report due.</p> <p>AC 2021: Interim report due.</p> <p>October 2019: Board approved Task Force extension and new charge/timeline.</p> <p>Fall 2017 Initial Task Force established</p>	<p>April 22, 2020: Task Force will meet to finalize instructions for COUNTER 5.</p> <p>March 10, 2020: Task Force met and reviewed the time line, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p> <p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer</p>
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			<p>has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library 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 changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 with the Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	The task force will publish and refine a BIBFRAME ontology extension for the description of special collections materials. The work will build upon the Art and Rare Materials BIBFRAME Ontology Extension established as part of the first phase of the Linked Data for Production (LD4P) project, 2016-2018.	Chair: Jason Kovari Board liaison: Cinthya Ippoliti Staff liaison: Megan Griffin, David Free	Midwinter 2021: final report due Spring 2020 Midwinter 2020: interim report due	Spring Board Virtual Meeting 2020: Interim report submitted. February 2019: appointments completed. Winter 2019: appointments underway by RBMS. Fall Meeting 2018: Board approved task force.

Diversity Alliance Task Force	<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>Chair: Jon E. Cawthorne</p> <p>Board liaison:</p> <p>April Cunningham</p> <p>Staff liaison: Mary Ellen K. Davis, Allison Payne</p>	<p>Annual 2020: Board action for recommendations on next steps.</p> <p>Annual 2016: Task Force established. Extended through AC 2020</p>	<p>Spring Board 2020: The Board will review and take action on recommended next steps for the task force.</p> <p>Midwinter 2020: Board received an update from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with Spectrum Scholars. Hosted “Taking Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary library and were able to highlight the Diversity Alliance in the presentations.</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group's proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018 ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p> <p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May-June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February-April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p> <p>Annual Conference 2016: task force approved by Board.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Impactful Scholarship and Metrics Task Force	To create a new ACRL framework that recommends effective practices regarding the evaluation of academic librarian scholarship that supports librarians in a variety of academic appointments, with differing scholarly expectations, while acknowledging and encouraging impactful scholarship venues within academic librarianship. The task force will gather input from the community, share a draft for feedback, and make revisions, following ACRL's Guide to Policies and Procedures Chapter 14.5 Procedures for Preparation of New Standards, Guidelines, and Frameworks.	Chair: Rachel Borchardt Board liaison: Cinthya Ippoliti Staff Liaison: Erin Nevius	Date final draft is submitted to ACRL Standards Committee: ALA Annual Conference 2020 Date draft framework is circulated for public feedback: ALA Midwinter 2019 Date interim report is due: ALA Annual Conference 2018 but report will be provided for Fall Board/Exec. 2018	Mar. 2020: Final draft of the framework submitted to ACRL Standards Committee. Nov. 2019: Chair and three members of the Task Force presented on the second draft of their framework at the Charleston Library Conference, requesting feedback. Oct. 2019: Chair and three members of the Task Force delivered an ACRL online learning forum on the second draft of their framework, requesting feedback. June 2019: Feedback on draft framework closed COB June 3; Task Force is revising. Apr. 2019: The Task Force presented a panel at the ACRL Conference to discuss the draft framework. Mar. 2019: Draft framework circulated online for public feedback, due by COB Monday, June 3, 2019. The draft framework will be discussed at the Task Force's panel presentation at the ACRL Conference, "Recast Your Scholarly Narrative: a new model for the evaluation of academic librarian scholarship," and the call for feedback

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>will appear in the May issue of <i>C&RL News</i>.</p> <p>Fall Board Meeting 2018: Interim report submitted.</p> <p>Oct.-Nov. 2018: Task Force is analyzing the survey results; also creating a rubric to evaluate promotion and tenure manuals collected by the Task Force and submitted by survey respondents from a variety of institutions to discern the range of scholarly expectations librarians currently face, including the level of granularity for research output type and relative weightedness of outputs, and/or impact metrics.</p> <p>Sept.-Oct. 2018: A librarian survey regarding scholarly expectations for academic librarians along with current practice and opinions of academic librarianship scholarship was launched in September 2018 and closed October 5 with 514 responses.</p> <p>Aug. 2018: Panel proposal to the ACRL 2019 conference accepted for introduction, discussion, and feedback on the Framework.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>March-May 2018: 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>March 2018: The Task Force held their first virtual meeting on March 22nd. The first in-person meeting is booked for the 2018 ALA Annual Conference on Sunday, June 24th, from 1pm to 2pm. There is still one outstanding appointment to the Task Force in the works.</p> <p>January 2018: Appointment offers sent to potential Task Force members.</p> <p>2017 Fall Board Meeting: Task Force established.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	<p>To work with the National Survey of Student Engagement staff to revise the information literacy module to better align with the ACRL Framework for Information Literacy in Higher Education by October 2019.</p> <ul style="list-style-type: none"> Participating in a few rounds of review during which task force members will identify areas to drop or add. Creating preliminary items for critique; finalizing the survey items. Depending upon the extent of the changes, developing a communication plan to publicize awareness of and opportunities for participating in piloting the new module in 2020 to assess if the new module meets NSEE psychometric standards. 	<p>Chair: Rhonda Kay Huisman</p> <p>Board liaison: Cinthya Ippoliti</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Annual 2019: interim report due</p> <p>Fall 2019: final report due</p>	<p>Spring Board 2020: The Board will review and take action on a request for a new task force.</p> <p>Midwinter 2020: final report delayed and expected by Spring 2020.</p> <p>Annual 2019: interim report submitted to the Board.</p> <p>April 2019: appointments completed.</p> <p>Spring 2019: appointments underway</p> <p>Midwinter 2019: task force established</p>

Board Working Group Status Chart

Title	Task(s)	Members	Status
ALA Operating Agreement Working Group (Budget & Finance Committee)	Thoroughly review the ALA Operating Agreement to develop a firm understanding of its implications and to identify possible recommendations to convey to a forthcoming ALA Working Group that will be charged to update the ALA Operating Agreement.	B&F Members: Carolyn Henderson Allen, Tara Baillargeon, Erika Dowell, Brian Rennick CHOICE Editor and Publisher: Mark Cummings	<p>Spring Board Virtual Meeting 2020: The Board will discuss if there should be a representative from the Board/B&F Committee that attends BARC and ALA Executive Board meetings as a guest. The representative may rotate between several members, so that one person is not responsible for attending all meetings. In advance of the Spring Meeting, a Board/B&F signup was circulated to the Board and B&F.</p> <p>February 2020: working group met virtually</p> <p>MW20: B&F working group created</p>
EDI Communications Working Group	<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>Midwinter 2020: The Board will receive an update on the tasks outlined during the Fall 2019 meeting.</p> <p>Fall 2019: 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>

ACRL SB20 FYI-2

Title	Task(s)	Members	Status
SCOE Communications Working Group	In advance of the Nov 18 Fall Board Virtual Meeting, give an update to the Board on an early December report out to membership to let ACRL members know that the ACRL Board is closely monitoring the work of SCOE and give an overview of SCOE's timeline and recommendations. Working Group should also consider if ACRL and PLA should issue a joint statement on SCOE.	Karen Munro, Emily Daly	Midwinter 2020: During the January 15, 2020, Virtual Meeting (or before), the Board will receive an update from the SCOE Communications Board Working Group and discuss next steps. The Board will consider if it should make a statement to the ALA Executive Board, if it would like to include other ALA Units, and if so when to make the statement. Fall 2019: Board will receive an update at the Fall Board Virtual Meeting.
Finance Communications Working Group	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.	Letter paused due to the pandemic. Still need to find appropriate time to raise concerns about ALA's financial management.
Welcome Letter to New ALA Exec. Dir.	Prepare a letter welcoming the new ED to her role and positioning ACRL.	ACRL Presidents	Letter sent, March 31, 2020



ACRL Committee and Task Force Midwinter 2020 Minutes

Committees
ACRL 2020 President's Program Planning Committee
Academic Research Librarian of the Year Award Committee
Equity, Diversity and Inclusion Committee
Excellence in Academic Libraries Awards Committee
Government Relations Committee
Immersion Program Committee
Leadership Recruitment and Nomination Committee
Membership Committee
Section Membership Committee
New Roles and Changing Landscapes Committee
Professional Values Committee
Publications Coordinating Committee
<i>Academic Library Trends and Statistics Survey</i> Editorial Board
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
C&RL Editorial Board
C&RL News Editorial Board
CHOICE Editorial Board
CLIPP Committee
New Publications Advisory Board
Project Outcome for Academic Libraries Editorial Board
RBM Editorial Board
<i>Resources for College Libraries</i> Editorial Board



Research Planning and Review Committee
Research and Scholarly Environment Committee
Standards Committee
Information Literacy Frameworks and Standards Committee
Student Learning and Information Literacy Committee
Value of Academic Libraries Committee

Task Forces

ACRL/ALA/ARL IPEDS Advisory Task Force
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2020 ACRL President's Program Planning Committee

Meeting Agenda & Notes
2.21.2020

Anne-Marie Deitering, Chair

Present: Anne-Marie, Megan, Michelle, Alyssa, Reed, Amanda

tool kit or libguide

From previous years:

<https://acrl.libguides.com/c.php?g=899144&p=6468805>

<https://acrl.libguides.com/presprogram/beyond-resilience>

Keeping in mind a critlib perspective for the libguide. Also specifically addressing anti-racism, which is not specifically called out in program description or title.

ACTION:

- Anne-Marie, Amanda, Alyssa will begin developing libguide.

Title issue

Current Title: *Shifting the Center: Transforming Academic Libraries through Generous Accountability*

Speaker is okay with the title program as is.

Any follow-up with speaker?

McKensie is feeling good about the work for preparing for and developing the program. Would like support in promoting the program.

Future plans for twitter chats

McKensie interested in being involved in next Twitter chat.

Shape next questions based on Mia Mingus' discussion questions (posted to Slack by Reed and Amanda). What are folks doing about accountability, not just what they think about it.

Also specifically addressing anti-racism, which is not specifically called out in program description or title. Last Twitter chat did mention not centering whiteness, but our next Twitter chat could go more in depth with that. (Q5: How do we decenter whiteness in the process of setting up systems of accountability? #critlib)

Timeline: Next chat late-March/early-April? Another one after?

Moderators for next chat: Megan, Michelle

Background/set-up help: Reed, Amanda

ACTIONS:

- Amanda: Will follow-up with Violet about possible dates for next chat.
- Anne-Marie: Will connect McKensie to Twitter chat group.

Accountability idea on Slack

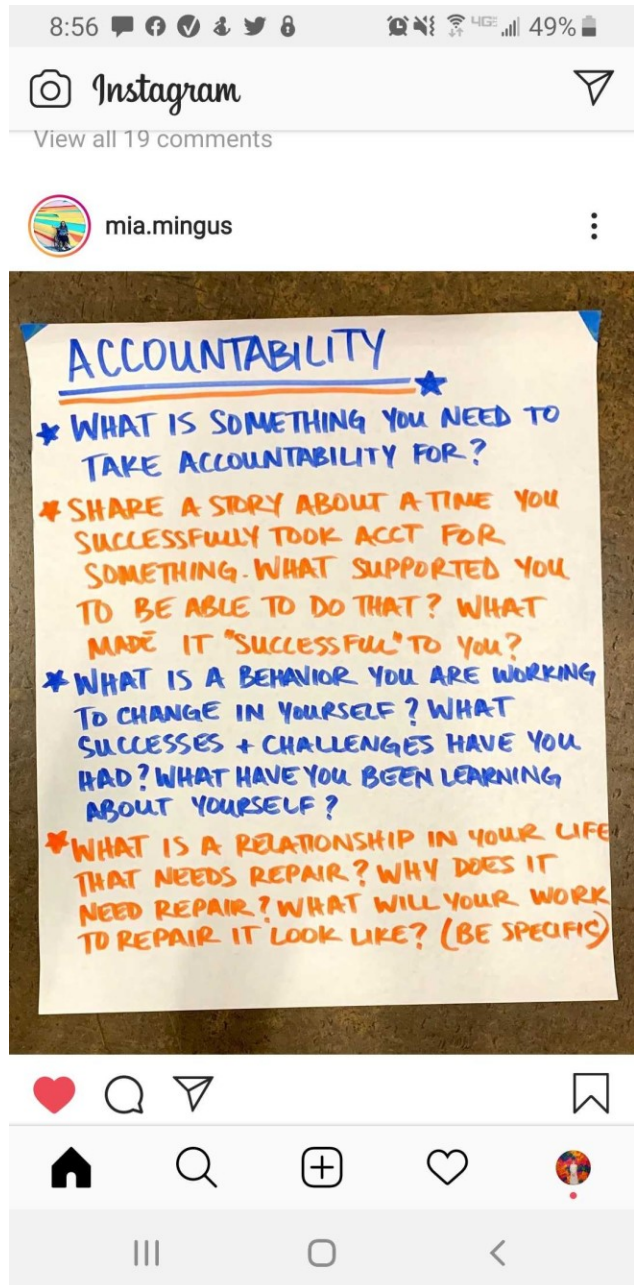
Discuss questions at next virtual meeting (March 24). Potentially use break-out rooms feature in Zoom. Review discussion ground rules at beginning of that meeting.

Questions: [see image and text on next page]

Important for us to discuss these questions ourselves if we are asking others, e.g. on Twitter, to discuss them.

ACTIONS:

- Everyone: Read & Reflect on questions beforehand. Review Mia Mingus's blog post on accountability for a nice reminder.
- Anne-Marie: Ask McKensie if there are additional questions they'd like us to reflect on too. Encourage Karen to attend next meeting.
- Reed: will think of other ways to facilitate this meeting.



- * What is something you need to take accountability for?
- * Share a story about a time you successfully took accountability for something. What supported you to be able to do that? What made it "successful" to you?
- * What is a behavior you are working to change in yourself? What successes + challenges have you had? What have you been learning about yourself?
- * What is a relationship in your life that needs repair? Why does it need repair? What will your work to repair it look like? (Be specific.)

Academic/Research Librarian of the Year Award Committee

Committee Meeting
Monday, January 13, 2020
1:00 p.m. – 2:30 p.m. CST
Via Zoom

Jeannette E. Pierce, Chair
Dennis Clark, Vice-Chair

Minutes

- I. Introductions
- II. Deliberated on nominations for the award
- III. Selected the recipient
- IV. Discussed information about recipient to be included in the press release
- V. Discussed next steps
 - a. Jeannette to notify ACRL leadership and prepare press release
 - b. Reminded of need to wait until ACRL announcement before sharing selection beyond committee
- VI. Adjourn

Equity, Diversity and Inclusion Committee

Virtual Meeting Conference Call – January 8, 2020

Derrick Jefferson, Chair
Mary Beth Lock, Vice-Chair
Federico Martinez-Garcia, JR, Past-Chair

Present: Symphony Bruce, Trevor Dawes, Twanna Hodge, Jamia Williams, Faye Chadwell, Marcela Isuster, Allison Payne, Mary Beth Lock, Derrick Jefferson

Agenda:

- ALA ACRL structure and support
- Annual Work Plan
 - ALA Annual 2020 event – ODLOS/ACRL to find fellow people doing EDI work to network
- Overview of SPOS event
- Providing update to ACRL Board and Leadership Council
- Future of the Committee, build upon panel selected for Annual 2019.

Twanna:

- Interested in diversity residencies and fellowships
- How will we be following up between calls and conferences, will there be subcommittees?
- ACRL 2021 proposals are now open
- NCAAL in Tulsa, August 2020; Programming Co-chair

Trevor:

- Supports subcommittees and helping residents
- How are we coordinating with ODLOS?
- How to include Diversity Alliance, Ethnic caucuses, SRRT
- Will there be meetings outside of Midwinter and Annual?

Marcela:

- Training and support for mentors

Symphony:

- How to proceed on long-term work outside of conference for those who can't attend?
Resources for other librarians to help address EDI? Toolkit?

Jamia

- Webinars on EDI topics
- Mary Beth: Interest in holding free webinars as part of ACRL Presents?

Research, data, reports on librarian retention? Efforts on mid-career librarianship especially w/r/t promotion, tenure, or its equivalent.

Derrick

- How to retain people past five years? Are there reports, data, articles on this? (Sounds like a great research project)
- Let's do more events/programs/panels.
- What does diversity and inclusion mean in 2020?
- Acknowledge our history. Committee has, in my six years been about the standards and framework. Being asked to do more now, let's lean into it.
- EDI also means being aware of oppression, injustice, police presence in our libraries, dealing with immigration/immigrants, first year students, DACA/Dreamers, LGBTQIA+
- Advising role for other facets of ACRL who are/will come to us; craft language, be ACRL endorsed.
- Create libguide/s?
- Subcommittees: Diversity residents (work with RIG?), Best practices, revision of standards, addressing silos within the Association and the profession, programming/events, mentoring, "are we doing enough?", webinars with experts to talk about racism, oppression, power
- Continue to use the Board as a resource, keep dialogue open, and be transparent with the needs of the committee and leaning into their expertise, access, and connections.
- Give Allison, our liaison, all the props.

Excellence in Academic Libraries Awards Committee

DRAFT 2020 Meeting Minutes
January 10, 2020
8:00 am – 9:00 am (pacific)

Cheryl A. Middleton, Chair
Lauren Pressley, Vice-Chair

Zoom Login:

Topic: ACRL Excellence in Academic Libraries Meeting

Time: Jan 10, 2020 08:00 AM Pacific Time (US and Canada)

Join Zoom Meeting

<https://oregonstate.zoom.us/j/986262644>

Phone Dial-In Information

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

Meeting ID: 986 262 644

One committee member recused from discussion because institution was included among the Universities that had been nominated for the University Category.

Meeting Agenda:

Selection of Community College and College Award winners.

Members of the committee each discussed their top two community college and college applicants and the award criteria that lead them to make their choices. Recused committee member contributed thoughts regarding the two categories and they were considered in the discussion. After consideration discussion, the committee identified the recommendations for the community college and college categories for the 2020 ACRL Excellence in Academic Libraries.

University Category

In preparation for the January 13, 2020 committee meeting, Committee Chair asked committee members to use the scoring information for the top 4 contenders in the University category identify the top 2 Universities for consideration.

Next meeting: January 13, 2020.

Respectfully submitted by Cheryl Middleton Committee Chair 02/25/2020

Excellence in Academic Libraries Awards Committee

DRAFT 2020 Meeting Minutes
January 13, 2020
10 :00 am – 11:00 am (pacific)

Cheryl A. Middleton, Chair
Lauren Pressley, Vice-Chair

Zoom Login: Middleton, Cheryl Ann is inviting you to a scheduled Zoom meeting.

Topic: ACRL Excellence in Academic Libraries Meeting
Time: Jan 13, 2020 10:00 AM Pacific Time (US and Canada)
Join Zoom Meeting

<https://oregonstate.zoom.us/j/935517035>

Phone Dial-In Information

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

Meeting ID: 935 517 035

Join by Polycom/Cisco/Other Room System
935517035@zoomcrc.com

Meeting Agenda:

University Category Selection

Using the information gathered from the committee scoring procedure, the committee members discussed their top 4 recommendations of University nominations and narrowed those recommendations down to their top two choices. After robust committee discussion that centered on which institutions met the criteria, the committee selected the winner of the University category.

Communication with ACRL regarding award winners for each category

Action items: Committee chair shares committee decision regarding 2020 award recipient and develops short statement that included highlights of why each institution was selected for the award and sends them to Chase Ollis to publicize the award.

Other:

The committee agreed in the spring of 2020 to discuss recommendations to be made to the ACRL Board that included:

- Developing an EDI component for the award criteria
- Page limits for packets, problems with uploading packets.

- Reviewing the categories - currently institutions self-select the category designation and there was concern about lack of alignment between self-selected category and categories.

Next Meeting Cancelled:

January 22, 2020, 8:00 am – 9:00 am (pacific) translate into your own time zone if needed.

Other:

Respectfully submitted: Cheryl Middleton, Committee Chair, February 25, 2020

Government Relations Committee

Meeting: 1/10/2020

Amy Bush, Co-Chair

Peter L. Kraus, Co-Chair

Attendees:

Member Participants: Amy Bush, Kevin Walker, Erik Nordberg, Melanie Kowalski

Board Liaison: Jaquelyn Bryant

Staff Liaison: Kara Malenfant

Meeting called to order: 11:01 AM (PST)

- I. Approved 12/3/2019 Meeting Minutes
- II. Decided not to include non-legislative issues based on correspondence with COL Chair. There are others advocating for these issues: SPARC leads on open access issues, PPA lobbies on higher education legislation (like enrollment challenges & eBook licensing)
- III. Decided to not include Education Activities in the upcoming Legislative Agenda
- IV. Discussed Suggested policy issues and voted whether they should be included in the 2020 ACRL Legislative Agenda: Case Act, Digital Citizenship and Media Literacy Act and Privacy.
 - a. Committee members voted to include Data Privacy on the 2020 Legislative Agenda
- V. Future Steps and Deadlines:
 - a. Members will complete sections of the 2020 Legislative Agenda by 1/27/2020.
 - b. Chair will review, make sure formatting is consistent and turn into Staff Liaison by 1-31-2020.
 - c. Once Staff Liaison receives the drafted 2020 Legislative Agenda, she will share it with colleagues in D.C. office for feedback (2-week deadline for feedback).
- VI. Meeting Adjourned 11:40 AM (PST)

Immersion Program Committee

Meeting

Attending: Anne Behler (chair; leading the meeting), Karen Sobel (vice-chair; taking notes), Quetzalli Barrientos, Daisy Benson, Margot Conahan, Anne Melville, Christine Moeller, Mary Francis.

Minutes:

- Member introductions.
- Brief agenda for the meeting.
- The major duty for our committee is reviewing scholarship applications for ACRL Immersion.
 - We will also look over the rubric used for evaluating applications & potentially make revisions.
 - We will review the questions that we ask applicants.
 - Set deadlines for scholarship application.
- We will also discuss the possibility of a conference program at either ALA Annual or ACRL 2021.
- Let's begin by looking at the call for scholarship applications.
 - Karen: We have had two ongoing tensions when evaluating applications in the past few years. One is deciding whether place equal weight on candidates' diverse individual identity, or on working at a "diverse" institution (HSI, community college, etc.) The other involves the complexities of individuals' funding situations. We should discuss both today.
 - Anne B.: Let's also consider adding a question related to social justice/critical pedagogy in application since this is a major theme in the curriculum.
- Daisy: Summary of how Immersion curriculum has evolved in the past several years.
 - Focus on social justice/EDI/critical reflective pedagogy.
 - Helping participants get an understanding of power and privilege in teaching.
 - Addition of critical reflective practice.
 - Might add a question to the application discussing your potential role as an active participant in Immersion – not just coming to absorb information.
- Mary F.: Is the length of the application essay sufficient to gather the info we need?
 - Karen & Anne B: Yes, but questions may need some revision.
- Daisy: Do the application questions help you to understand what individuals hope to get out of Immersion?
 - Anne B.: May want a more focused question. In past years, there has been a divide between people who write the essay describing their jobs vs. people who describe their own personal qualities.
- Mary F.: May want to remind applicants of Immersion's content so that they will refer to it in their application essay.
- Quetzalli: May want to ask how Immersion would support EDI efforts in your position.
 - Anne B.: Daisy, what do you think? Can we see updated Immersion description?

- Daisy: Equity, justice, etc. go through all 4 Immersion areas. We also want to make sure that participants will actively participate in critical reflective practice. They may not have had the chance to do this much in their work as of yet. We are looking for people who really want to engage.
- Daisy: Maybe Margot can help us create greater parallelism between language used in the scholarship application & in advertising for Immersion.
 - Margot: Let's take a look at it. We hope to launch both the call for scholarship applications and Immersion advertising in mid-Jan.
- Daisy: An idea: add self-assessment to application – where are you now and where do you hope to be, particularly in terms of critical reflective practice, etc. This self-assessment would help keep us from privileging people who already have a lot of experience & write strong applications because of that.

Discussion of revisions to rubric

- Anne B.: Let's begin our discussion of revisions to the rubric with notes from last summer's meeting. The biggest question expressed there was how to weight applicants' diverse personal identity plus the diversity of the student body at the institutions where they work. right now they are basically even.
 - Anne F.: We may miss very good people who only appear in one category or the other.
 - Anne B.: We could collapse these two items into a single category.
 - Christine: What was the original intent of asking about identity and institution?
 - Margot: Not sure. We were interested in general diversity, I believe.
 - Daisy: The question is whether we are supporting people who work in our profession or the people our profession serves. I think our duty is supporting professional development for our members. I would weight supporting librarians from underrepresented groups.
 - Margot: Last year, three of the scholarship recipients were from underrepresented groups. All six were from diverse institutions.
 - Anne B.: It would be nice to have a second scholarship for people who just need funding. Margot, where does our scholarship funding come from?
 - Margot: ACRL budget.
 - Anne B.: Weighting toward supporting diverse individuals seems to be the preference in this group. We could give two points for individual identity and one point for working at a diverse institution.
 - Anne B.: Let's also ask for more detail on your funding situation.
 - Mary F.: We could ask in a nested checkbox form: Do you have ___ available? If yes.....___?
 - Daisy: Are you trying to find a more complete picture of their funding situation?
 - Karen: Is the question about how we weight, or how we interpret, instead?
 - Anne B.: Should we give priority to those without funding, or with minimal funding?
 - Mary Beth: Currently there is no language noting a need-based aspect in our scholarship application.

- Anne B.: Good point. We should add that. We would feel more secure in our decisions.
- We will add this language.

Discussion of Reference Letters

- Anne B.: Last year we got some that had so little detail that they were unhelpful. The writers did not seem to be familiar with Immersion. We'd like to make that better.
 - Quetzalli described some unhelpful rec letters in greater detail.
 - Anne B.: How about asking how Immersion would support your institution?
 - Daisy: How about focusing on how Immersion would support your individual professional development rather than your work?

Potential Presentation at ALA or ACRL

- Anne B.: We have a great deal of talent, and a capacity to take on other projects. One ideal is having a presentation at ALA or ACRL. Interested?
 - ACRL 2021 may be the best option, especially in terms of dates.
- Karen: What kind of program are you thinking of?
 - Anne B.: Highlighting Immersion's content? Showing work of Immersion faculty? Panel of past participants? Raising awareness for the program?
 - Margot: How to bring lessons from Immersion back to your institution?
 - Mary F.: Round Table to inform people about Immersion? It would be easy to do this just with committee members who were able to attend the conference.
 - Anne B.: I like the round table option – very informative, and manageable.

Final Notes

- When Anne B. sends minutes, she'll ask for volunteers for the application review and for a 2021 ACRL program.
 - Margot: Proposals for ACRL 2021 panels will be due in Oct. 2020.

Leadership Recruitment and Nomination Committee

Meeting Agenda 1.20.20

Sarah E. McDaniel, Chair
Steven M. Adams, Vice-Chair

Zoom Link: Zoom Meeting Link: <https://fresnostate.zoom.us/j/2760777639>

Steve Adams
Dena Hutto
Alex Rivera
Peter Hepburn
Sarah McDaniel

Vice-Presidential Candidates' - 12 Pacific 2/24

Goals:

1. Discuss criteria for identifying candidates
2. Agree to procedures for identifying candidates
3. Preview procedures for reaching out to candidates.

1. Criteria: from the Instructional Memo:

- **ACRL Board Openings:** It is your responsibility to choose **two** candidates to stand for the office of ACRL Vice President/President Elect (3-year term), and **four** paired candidates for the office of Director-at-Large (4-year terms) on the ACRL ballot for the ALA 2021 election. Two Director-at-Large candidates must have current or past history with ACRL's Communities of Practice (CoPA) and two must have current or past history with the College Libraries Section (CLS). The six candidates must have agreed in writing to stand for election by **June 5, 2020**.
- Qualities
- Commitment to Equity, Diversity and Inclusion
- Other?

Commented [1]: This is copied from a section of the instructional memo, but I need to double-check it.

2. Procedures: from the Instructional Memo

Evaluating the Candidates

All Board candidate nominations (including self-nominations) should be submitted at <https://www.surveymonkey.com/r/acrlboardnominations>. After an initial screening and review process by the committee, remaining nominees may be requested to submit a statement of interest and/or a curriculum vita. The statement of interest is not a public document. It is used by the committee to

inform them about the candidate's interest and commitment to the office and to the association. It is akin to a cover letter for a job application and gives the prospective candidate an opportunity to articulate how their goals, vision, etc. align with the association's strategic plan. Nominees solicited by the LRNC should go through the same process of screening and review as open nominations.

The committee is responsible for developing a ranked list of candidates for each office from the pool of nominees. The back-up names ranked in priority order are needed in the event that potential nominees decline or withdraw. The LRNC is charged with identifying a final slate of no more than two candidates for the President-Elect position, and no more than four candidates (paired) for the two Director-at-Large positions.

Procedures (Notes):

- In a past year, went through names person by person, conversation may be driven by who in the room has relationships with the person. If no one has a relationship with the person, if there is a representative committee from across the organization, this may be a reasonable process. Still important for it not to be an echo chamber.
- Limited - few people may have the required criteria (e.g. have served in CoPA). We want people who have historically not been represented. Using the membership from these two small populations may be challenging, may need to consider how they show up as allies, history with different kinds of activities or scholarship. How could we do that? We need to look at the application materials that are put in front of us.
- Important to combat only personal knowledge. Could we do a first run of going through the list?
- Leadership qualities (varied and vast) are paramount - need to consider those, e.g. have they been members on committees or chaired. If they have led from the middle, have they taken on projects in ALA or ACRL
- Sarah will ask Megan if we have a full nomination from everyone - statement of interest and cv would be needed from all.
- We could do a high level first pass and then from there request any missing information.
- After last year we asked ACRL staff if they could represent committee service on the same sheet - recommendation for future iterations if not available.
- What if we did some sort of a screening interview to level the playing field in some way? Would interviews be most feasible as a second cut? We would need to have the bandwidth to carry that out.
- Perhaps a blind review if we review the names and other qualifications.
- Is it possible for us to take the spreadsheet with the names and add a field for the qualifications and put it on a Google Spreadsheet and take chunks in alpha order? That would increase transparency and accountability from LRNC.

- o CLS/COPA
- o ACRL-related experience and other evidence of Leadership
- o Qualities or traits to do the work

Proposed Steps (working forward and backward):

1. Divide up chunks of the alphabet among the committee members - paired - Sarah will assign pairs to even chunks. If Alex or another member from last year has the notes, would be interesting to sample what kinds of things we reviewed.
2. Set a deadline for this first review by third week of March (Doodle Poll)
3. At a March meeting, check in about next steps toward vetting candidates.
4. Candidates need 10-14 days to fully consider, reaching out to people by May 1

Timeline

February 15, 2020

- Deadline for submission of self-nominees and nominees from other sources for 2021 election. Self-nominations should be accompanied by two-page CV. Nominees from other sources will be invited to submit CVs to the committee chair. Electronic submission of CVs will be encouraged.
- Staff compiles revised nomination spreadsheet for the LRNC. (in process, so we're reviewing the 12/19/19 data today.

February – May 2020

- Potential 2021 candidates contacted and invited to stand for election. Additional nominations are solicited if necessary.

Sample files (12/19/19 data pull)

Connect > LRNC > Library > Candidate Suggestions - List of Names [Download](#)

Connect > LRNC > Library > Candidate Committee History [Download](#)

Membership Committee

2020 Midwinter Meeting

Date/Time: **January 28, 2020**

01:00 PM Eastern Time (US and Canada)

Location: Zoom Meeting, [Join our Cloud HD Video Meeting now](#)
<https://Lenoir-Rhyne.zoom.us/j/297725305>

PRESENT: Dawn Behrend (chair), Dominique Turnbow, Rachel M. Minkin (notes), Dr. Leila June Rod-Welch, Heidi Steiner Burkhardt, Susan Xue, Julie Garrison (Guest)

Review of progress on work plan goals

(https://docs.google.com/spreadsheets/d/14h1_sjiFX4pHhgoCtRm8wBJthODxusGSJmvmiAb4Uto/e/dit#gid=0)

- Report from Rachel and Dominique on Get Involved webcast - went well, some slight technical issues but overall, good!
- Report from Dawn, Rachel, and Ed for the October and November Academic Librarian webcasts - Dawn and Rachel report that both went very well and that the speakers were well prepared, excellent choices
- Updates from Heidi on her work on the Emerging Leaders LibGuide - guide isn't being used much at all

Work plan goals-next steps:

- Planning for ACRL 101 (Heidi and Jodie) - none yet but check back in March
- Planning for March (Laura and Jodie) and April (Brady and Jodie) Academic Librarian webcast - The March webcast had one speaker retire, one drop out, search is on for new speaker

Follow up on initiative to document committee workflow to guide future work plan activities - this should be tabled, the committee has a lot going on anyway

Plans for ALA Annual (June 25-30, Chicago) - Rachel and Heidi are going, we will not have an in person meeting there but will most likely schedule an end of the year virtual meeting

Brief visit from ACRL President and Vice President Elect Julie Garrison to introduce herself and answer any questions if needed

American Library Association
Association of College and Research Libraries

Section Membership Committee

Agenda of the February 2020 “virtual” Midwinter Meeting
February 3 (Monday), 2020; noon – 1:00 pm CT

Attendance:

Present - Marguerite (Maggie) Albro, Larayne Dallas (chair and recorder), Ilka Datig, Jeanne Davidson (ACRL Board Liaison), Shauna Edson (vice-chair), Joyce Garczynski, Carin Graves, Ericka Jenns, Catherine Morse, Gena Parsons-Diamond (ACRL Staff Liaison), Drew Smith, Sarah Wenzel, Karna Younger

Away – Jayne Blodgett, Michael Courtney, Diane Dias De Fazio, Lisa Eichholtz, Joanneke Elliott, Diane Fulkerson, Patricia Hartman, Bonnie Imler, Megan Lounsberry, Manuel Ostos, Mary Jane Petrowski, Mallory Sajewski, Susan Schreiner, Kari Weaver

1.Introductions.

The meeting began with a welcome from the chair, introductions, and a sharing of regrets from members absent because of illness or conflicts.

2.Recap of the committee’s year so far.

The chair summarized the committee’s activities for the year, leading up to the meeting. These included:

- Acknowledging that it was surprise for some members to learn that their work with a section membership committee also meant membership on the Section Membership committee.
- An introduction to Work Plan tasks.
- Much appreciated help from Gena Parsons-Diamond and Mary Jane Petrowski in shouldering the responsibility of gathering statistics.
- Having an orientation to additionally explain the committee’s work, including Mary Jane Petrowski’s follow-up with more about ACRL communications.

Also, a reminder of ACRL’s core commitment to equity, diversity, and inclusion (EDI).

3.Working on the committee’s charge.

The ACRL Board Liaison, Vice-chair, and chair met in November (2019) to discuss possible changes to the committee’s charge. They reported briefly on the discussion. The charge seems not to match the actual work of the group; changes will need to be proposed by members to the ACRL Board. Committee discussion included suggestions to make a change from processing membership data to reviewing membership data and for including a focus on equity, diversity, and inclusion.

4.Contributing to ACRL resources for students.

Members discussed developing a plan to advance the committee’s Work Plan project aimed at collecting and contributing materials to benefit student and early-career ACRL members. (And, as noted in the discussion, for the benefit of non-members, too.) The chair was to check with

Mary Jane Petrowski with questions from the conversation: Is there a survey of student members indicating their needs; Does ACRL offer help with video production; Who adds content to the student/early-career LibGuide; Is there a known direction for the guide that we should be following; Should we be carrying a theme (covering similar content) across all sections in contributions?

Also, the chair and co-chair planned to communicate with leadership of the ACRL Membership Committee, as needed, to advance the project. Members had considered a March 15 date for adding material but this was not set as firm given the questions raised in the additional conversation.

5.Sharing section communication templates.

This Work Plan project aims at updating communication templates shared in the committee's space on ALA Connect. The chair promised to send instructions on where to find the current collection of communication templates. Members agreed to an April 30 date for adding materials, either directly or by sending to the committee chair to add.

6.Other topics.

Discussion indicated interest in an additional committee meeting to be held before the ALA Annual (web-based) meeting. The hope was for a meeting about halfway between the February 3 meeting and the end of June.

Sharing:

College Library Section: Working on updating the section website and getting ready to call for items for the spring newsletter.

Distance Learning Section: Planning the section Happy Hour for the summer conference. Considering a switch from the crowded breakfast "scene" at ALA Annual to having a lunch event.

Science & Technology Section: Have launched a new section Facebook page to promote events and news.

Education and Behavioral Sciences Section: Held an online forum in the fall aimed at a student audience. Speakers were librarians from various career points (years of experience and responsibility) willing to share insights.

Gena Parsons-Diamond, ACRL staff: Glad to publicize events and news in *Around ACRL*.

New Roles and Changing Landscapes Committee

**Virtual Midwinter Meeting Minutes
Friday, December 13, 2019**

Jolie O. Graybill, Chair
Erin T. Smith, Vice-Chair

Marilyn Myers, Recorder

Attending: Amy Chen, Jennifer DeVito, Amy Dye-Reeves, Mark Emmons, Beth Filar-Williams, Aliqae Geraci, Jolie Graybill, Denise Hersey, Marilyn Myers, Erin Nevius (ACRL Staff Liaison), Xuan Pang, Erin Smith, Theresa Westbrook, Michael Whitchurch

Absent: Lis Chabot, Jeanne Davidson (ACRL Board Liaison), Russell Michalak, Cynthia Orozco, Jocelyn Tipton, Erica Watson

The meeting was called to order by Jolie Graybill, Committee Chair.

Minutes of the October 25, 2019 meeting were approved as distributed.

Chair Discussion

Jolie Graybill is current chair. Erin Smith is Chair-Elect. Erin's campus role and responsibilities are changing and she offered to step back from this leadership role. It was agreed that she continue as Chair-Elect and serve as Chair next year. Marilyn Myers is being recommended as the next Chair-Elect. Any committee member whose term is ending and wishes to be re-appointed should fill out the ACRL volunteer form online. Jon Cawthorne, ACRL President, manages the appointment process which will take place in April 2020.

January Meeting

The next meeting is scheduled for January 31 via ZOOM. The Committee will not convene at the ALA Midwinter Conference. Chair Jolie Graybill will issue ZOOM invitations for the 2020 meetings.

Committee Conversations/Updates

OER Roadshow: Erin Nevius and Marilyn Myers are scheduled to meet with Michelle Reed, Chair of the OER Roadshow design team on December 17, 2019. Erin announced that ACRL wishes to pilot the workshop at the 2020 ALA Annual Conference.

Change Course: A call for proposals for change stories is being issued. A draft of the course workbook is expected within a week with an anticipated March launch.

Diversity Pipeline Discussion

Jolie Graybill, Mark Emmons and Theresa Westbrook reported on the work addressing “1st Job.” They have a working document for developing a model for onboarding (i.e. organizational socialization) and comprehensive socialization (i.e. between staff and the new librarian). Contexts considered include (1) residencies and fellowships, (2) new positions, and (3) existing job vacancies. They are also examining the expectations and challenges of socialization for under-represented groups.

All groups that have not met are encouraged to do so and be prepared to report at the January 31, 2020 meeting.

New Constellations Discussion

A list of current and emerging positions based on the CUPA-HR work can be reviewed. It was agreed we would sort out the older, more established roles and focus on (1) what’s emerging as added responsibilities in the profession and (2) what would aid individuals in new and emerging roles—i.e. communities of practice, list of competencies, professional development opportunities, tool kits, publications. Jolie will distribute a list of the new roles identified as a basis for a “3-dot” voting mechanism to identify roles of greatest interest within the Committee. [List distributed 9/30/19].

Professional Values Committee

Meeting Notes
January 13, 2020
Zoom: 11:00am Central Time

Present: Peter Bremer (Chair), Jill Sodt (Past-Chair), Brian Dougherty, Liz King, Emily Knox, Jennifer Steele, Patrick Tomlin, Winn W. Wasson, Andrew Wesolek, Jacquelyn Bryant (Board liaison), David Free (Staff liaison)

1. Welcome
2. ACRL 2021 (April 14-17) Session Proposal Details
 - a. Review Data Privacy: Libraries caught between a rock and a hard place session proposal
 - Sub-committee: Patrick, Winn, Peter, Jill, Liz
 - b. Brainstorm potential panelists
 - librarians w/ expertise in data privacy
 - vendors
 - university administrators
 - assessment librarians
 - institutional research and assessment
 - c. Brainstorm possible committee co-sponsors
 - Value of academic libraries committee
 - Data Privacy Project
 - Motion approved to reach out to the two potential co-sponsors (Peter will reach out to them and ask if they are willing to co-sponsor)
 - May 8 deadline for ACRL
3. Discuss submitting Open Access: The library commitment to social justice to ACRL 2021
 - Group consensus to revise the open access social justice proposal to fit ACRL CFP, and reach out to people who wanted to be involved to check if ACRL timeframe works for them.
 - Values in librarianship and faculty reasons for reluctance to adopt open access
 - May 8th deadline for ACRL
 - o Andy, Peter, Liz, Emily, Andy (sub-committee) for retooling proposal
 - o Deadline of mid-February for revising proposal
 - o After proposal is revised, we can look for panelists
4. New Business:
 - 2021 – 20th anniversary of the patriot act (Winn Wasson)
 1. Foreign intelligence and information professionals
 2. Shared goal of combatting mis-information and dis-information on the news and social media (Open Source Intelligence--OSINT and libraries)
 3. ALA 2021 possible submission
- 5) Next Meeting: June 2020
 - a. Emily will host via Zoom

Publications Coordinating Committee

video-conference minutes
Thursday, 23 January 2020, 1pm CST

Meeting opened 1pm CST

Present on the call:

Kristen Totleben (chair), John Budd, David Free, Julia Gelfand, Melody Herr, Wendi Kaspar (*C&RL*), Daniel Mack (*Choice*), Erin Nevius, Gemmicka Piper, Richard Saunders (*RBM*), Tessa Whithorn.

Not present on call:

Heidi Burkhardt (*C&RL News*), Anne Marie Casey, Mark Cummings, Georgie Donovan, Amanda Folk, Adrian Ho, Eric Kidwell, Courtney McDonald, Lauren Pressley, Tammera Race.

Notes submitted by Richard Saunders.

Self-introductions of attendees.

Chair reminded committee members about the PCC charge, noting that the fundamental premises are *advocacy* and *coordination*. Read charge:

To recommend to the ACRL Board the appointment of editors of ACRL journals and publications for which there are no paid staff; to approve the appointment of editorial board members on the recommendation of the respective editors; to advise the ACRL Board and Budget and Finance committee on matters relating to ACRL publications; to promote writing and effective research methods to librarians; to gather stakeholder input regarding new publishing directions for the purposes of recommending specific actions or for the purposes of advising the ACRL Board; to encourage the recruitment of new authors and to bring them into the ACRL publishing pipeline by referring them to the appropriate editor; and to promote author submission of proposals and manuscripts across the full range of ACRL publications.

Asked for off-line input on relative success and challenges.

Editors' updates

Budd asked after status of PIL (Publications in librarianship); Nevius answered by noting the recent publication of n.75 in the series, *Developing the Next Generation of Library Leaders*. Kaspar (*C&RL*): report is filed in the ALAConnect for review; noted the appointment of Emily Drabinski as reviews editor.

Free (for Burkhardt, *C&RL News*): Burkhardt unable to attend; report in ; generally reports good submissions and content, usage. Noted the near-completion of project to capture and upload digital images of print backfiles back to 1966; project lacks a few issues, will produce a formal announcement when the project is complete.

Mack (*Choice*): notes the substantial growth in use of non-subscription offerings, including podcasts, white papers. Notes that there is a strong and growing secondary audience despite

subscriptions remaining relatively flat. Plans to re-launch CHOICE 360 in summer.

Cooperating with the editorial team of *CC Advisor* publisher.

Nevius (ACRL monographs): noted the recent publication of several items on open peer review and reports another four in development. Gelfand asked if accommodations needed to be made when moving to open peer review. Nevius responded that no, the system adopted was a non-anonymous Google Doc file for compiling review comments, then the file is locked and reviewed by the editorial board. New publications and sales remain strong, ten works published in FY2020 with a goal of 18. Updating the publication-proposal site; CLIPP published first book last year, two new proposals

Saunders (*RBM*): committee should look for recommendation on a reviews editor in the near future. Pleased with the increase in downloads from the digital site, suggesting that though a small journal, *RBM* remains a vibrant one. Editorial committee exploring the idea of recommending the journal become a benefit for RBMS section membership; any proposal would require action by ACRL board of directors.

Update on editorial search

Free provided an advanced alert for the search the *C&RL* editor; Kaspar is completing her second term in 2022, recommends forming committee and opening search this fall. Committee composition was discussed; Free will confirm requirements and documentation for membership but typically draw members from both PCC and the journal's editorial board. Totleben asked whether the search for an editor could be listed as an element in the PCC workplan. Free responded that it could be for FY2021 but strongly recommends organizing now for an autumn announcement.

Annual program update

Gelfand: proposal "Open Peer Review: Considerations for Authors and Publishers" submitted with members Emily Ford, Wendi Kaspar, Dan Mack; a fourth panel member, Cassidy Sugimoto withdrew for personal reasons. No budget request submitted with proposal so exploring for travel money and considering the merits of adding back a fourth member. Saunders recommended someone from Rebus and in the chat box sent contact information for Zoe Wake Hyde or Apurva Ashok.

Free, Gelfand and Totleben will be in touch on *C&RL* editor appointment.

Dismissed about 1:50pm.

Academic Library Trends and Statistics Survey Editorial Board**2020 Midwinter Meeting**

January 26, 2020
8:30-10:00 am
Loews Hotel Philadelphia, Franklin Room

In attendance:

Beth Barnhardt, Tiffany Garrett, Adrian Ho (Chair), Janine Kuntz, Scott Lancaster, Linda Miller, Mary Jane Petrowski, Jeannette Pierce, Devin Savage (Vice Chair), Carl Thompson, Lindsay Thompson, Nancy Turner, Caryl Ward
Jason

Absence: Georgie Donovan, Tracy Elliott, Starr Hoffman, Tara Jacobsen

1. Update on Survey Participation Rate

Lindsay provided updates on the survey participation rate, which are available here:
https://docs.google.com/document/d/190vNst1qmNrKkPYLeqJ-GvA2Nty-6GP_r2UZKUlio-/edit?usp=sharing

2. Revised Summary Report Template

Lindsay and Mary Jane had revised the summary report template by adding icons and moving the key ratios to the first page. Editorial Board members thought it was much more attractive than the current version, and provided comments and suggestions for further enhancement.

Action Item 1:

Lindsay will finalize the redesign of the summary report template and start using it

3. Historically Black Colleges and Universities' Survey Participation Rate

In 2018, only 45 of the 102 HBCU participated in the survey. ACRL would like to see a higher HBCU participation rate this year.

Action Item 2:

Mary Jane will provide information about what HBCU have not participated in the survey after the submission deadline so that Editorial Board members can reach out and encourage their participation.

4. Discussion of Trends Questions for 2020 Survey

Jeannette and Tiffany shared the latest version of the trends questions, which incorporated suggestions Editorial Board members had provided through a Google doc.

Editorial Board members would appreciate clarification regarding the scope of equity, diversity, and inclusion (EDI) and how it relates to social justice. It would be helpful if ACRL could provide a "definition" of EDI for reference.

ACRL's Value of Academic Libraries (VAL) Committee has an EDI Subcommittee whose members will be available to provide input on the trends questions.

Action Item 3:

Mary Jane will provide assistance in clarifying ACRL's interpretation or definition of EDI.

Action Item 4:

Jeannette and Tiffany will update the trends questions based on the comments provided in the discussion and with reference to ACRL's definition of EDI.

Action Item 5:

The revised trends questions will be forwarded to the VAL EDI Subcommittee for comment.

6. Update on Editorial Board's Forthcoming Program and Event

Thanks to a proposal submitted by Devin and Jeannette last September, the Editorial Board will host a program entitled "New Metrics for Storytelling" from 2:30-3:30 pm on June 28, 2020 (during the ALA Annual Conference). Four speakers have agreed to be panelists:

- Meris Longmeier, Head of Research Services, Ohio State University: has worked on Digital Scholarship and Research Commons/Services
- Krystal Wyatt-Baxter, Head of Assessment and Communication, University of Texas-Austin: has projects on Makerspaces, Learning Spaces, and Information Literacy
- Maurini Strub, Director of Library Assessment, University of Rochester: has assessment projects on Library Programming and Spaces
- Jonathan Wheeler, Data Curation Librarian, University of New Mexico: will be presenting on RAMP, a statistics project for Institutional Repositories

Action Item 6:

Devin will pull together a phone call with the speakers to coordinate the topics and structure of the session.

Devin has been in touch with the Library Assessment Conference steering committee and they seem agreeable to the Editorial Board hosting an affinity group discussion at the conference this October in Chicago. Devin is willing to lead this discussion and will reach out to the Editorial Board as we get closer to the conference to solicit questions and discussion topics.

7. Update on IPEDS Advisory Task Force and ACRL Publications Coordinating Committee

The co-chairs of the IPEDS Advisory Task Force had met with Chris Cody (IPEDS Survey Director) and will convene a virtual meeting at a later date.

Adrian as the Editorial Board chair is a member of the ACRL Publications Coordinating Committee, which held an online meeting on January 23. A summary of the meeting discussion is as follows:

- *College & Research Libraries* has appointed Emily Drabinski as reviews editor. Current editor's term will end in 2022. It was recommended a committee be formed for a search that will open in fall 2020.
- Digitization of the back issues of *College & Research Libraries News* was near completion. There will be a formal announcement when the project is complete.
- *Choice* noted there was substantial growth in the use of non-subscription offerings, including podcasts and white papers. There are plans to re-launch CHOICE 360 in the summer.
- ACRL monographs: Sales remain strong. Ten books have been published in FY2020 with a goal of 18.
- Editorial Board of *RBM* will look for recommendations on a reviews editor in the near future. There was an increase in downloads, which showed *RBM* is a vibrant journal.

8. Potential Questions for Future Surveys (Based on Georgie's Assessment of Suggestions from 2018 Survey)

The Editorial Board ran out of time and decided to postpone the discussion.

Action Item 7:

Adrian will schedule two teleconference calls before ALA Annual.

Meeting adjourned at 10:10 am

ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board

Midwinter Meeting December 11, 2019

Anne Marie Casey, Co-Chair
Eric A. Kidwell, Co-Chair

Agenda

1. Volunteer to take minutes
2. Final version of the survey demonstration – Carl
3. Volunteers to draft an invitation to participate (see example attached)
4. Questions/progress on the Research Guide Update
5. Meetings for spring – Doodle poll
6. Other

1. Eric and Charles volunteered to take meeting notes, and compile into a single version later.

Action: Charles will send his notes to Eric.

2. Eric then turned over the discussion to Carl and Mary Jane, for an update and demonstration of the final version of the survey. Mary Jane stated that the goal is to make the survey available to the profession in late May or early June.

After review and discussion of the survey everyone thinks it looks good.

Action: Carl will work with Charles to revise the language of individual survey items based on feedback. They will touch base after the conference call.

Are there baseline criteria for completing the survey? Should there be an attempt to include the physical component for all-virtual services in libraries?

Should change the name, in light of possible organizational changes in LLAMA and ALA? Not yet. The name change should happen once members approve the organizational changes. There was agreement on the name “ACRL/LLAMA Academic Libraries Facility Survey.”

Should Mary Jane work with Carl to refresh the list of branches? Mary Jane stated that what we have right now is good enough.

There was some mention of a Georgetown University study on ROI (return on investment) for specific degrees decades after graduation.

Action: Mary Jane will send the list to Lindsay Thompson.

3. February-March is the busiest time for ACRL submissions. Proposal is to send a link to this survey when the ACRL survey is finished. So we should draft a message to send at that time; the draft should be available by mid-January. ACRL Executive Director Mary Ellen Kay Davis is interested in getting this out as soon as possible (from a budget standpoint).

Action: Mary Jane will send out a draft message to the entire Ed Board for review and comment.

4. Anne stated that the new deadline for submission of Research Guide section updates is now Friday, December 20, 2019. Please let Anne or Eric know if you would like access to directly edit your section of the Research Guide.

5. We were reminded that there is no meeting of this group scheduled at the ALA Midwinter Meeting in Philadelphia.

Action: Eric and Anne will send out a doodle poll with proposed dates for spring conference calls.

6. There being no new or other business the conference call was adjourned.

Choice Editorial Board

Meeting Notes

Tuesday, January 21, 2020

Amanda L. Folk, Chair

Attending: Diane, Melody, Tracy, Jose, Dalia,

Absent: Bethany, Tashia

CTO – around 12:01

Introductions of group

Dalia – agreed to be the secretary

Melody motion, Diane second – minutes from ALA Annual are approved by the members

Should do the meeting in Zoom/WebEx

Publisher's report:

- Change that has taken place over the past 5-7 years (see slides 3-5)
- Primary mission of Choice has diminished in importance (providing reviews for collection development); revenue stream has diminished proportionally – looking at other side of business (professional development and other resources chiefly underwritten by publishers who want a sponsorship)
- Financial overview – operating deficit last year -\$178K
 - Good news – includes \$140K in write down in editorial costs for Open Choice (abandoned), additional \$176K in software development costs for OC
 - Vigorous webinar and emerging podcast programs
 - Revenue streams – subscriptions, advertising and sponsorships (about 25%), licensing (about 25%) – see slide 9
 - Under 2000 institutional subscriptions (down about 40% from FY13)
 - Sponsored content is more appealing than advertisements
 - Expenses have gone down since FY13 and budgeted to go down farther this year
 - Choice pays all of its own expenses since it is a satellite office; 13% of revenue goes to ALA (about \$370K)
 - Question about gross sales for advertising and sponsored content (decline from FY17 to FY18) – ProQuest has reduced its sponsorships – probably won't get back over 200K; sharp decline in space ads
- Product updates
 - Cc advisor – not performed as hoped; one large relationship with CRL; difficult to get subscriptions from others (no sales force) – selling responsibility given to EBSCO; editorial team working to increase the content
 - RCL – at about 100K resources on the core list (should the list be shaped better in order to restrict its growth); Bowker Book Analysis System (BBAS) is being revived and relaunched with ProQuest (hopefully recoup something from this)

- Webinars and podcasts – podcast audience continues to grow; APA style guide webinar attracted 4000 registrants (WebEx limited to 1000) but about 1500 went to view the recording; offering another one with APA; over 100K registrations for webinars and 38K attendees
- White paper program – each has about 900-1000 downloads
- Looking ahead
 - Engagement – strong (with the exception of subscription side)
 - Large secondary audience around our free content (see slide 24)
 - Thinking about how to position the brand and content
 - FY 20 budget – flat is the new up; hoping to shrink expenses again; staff is 4 people smaller than when Mark arrived in 2013 but doing a lot more (recruiting folks with a different set of skills based on what Choice needs to move forward)

Questions:

Any convo re: moving Choice headquarters into new ALA offices in Chicago – Yes, but they would have to hire a new staff (only a couple would relocate); ALA office is being shrunk down to 1 or 2 floors; no real room for Choice and wouldn't really save any money; not sure what the long term prospects are in CT – not sure (they do own the floor that they're on...ALA could encourage them to sell and liquidize those assets)

Discussion (Bill Mickey)

The Choice Blog

Relaunched Choice360 about 5 years ago to sharpen Choice platform brand, reoriented the focus of Choice as a platform of products (not just a book review service)

Choice has become successful in building a large audience around free content

Redesign Choice360 to be content-focused (new strategy)- create some kind of cohesive whole – surface webinars and podcast content, research reports, etc. – make this a destination where people come to learn more (not just about products)

Looking to diversify revenue (not just advertising and sponsorships) – potential to introduce another subscription product of some kind – premium content (question about individual or institutional subscriptions? Thinking about both – don't have a specific product idea at the moment, but would depend on the type of product; must be sensitive to what ACRL is already doing in these areas; where do we fit in there)

Do data maintenance with audience statistics and the kinds of content that they're gravitating to, which will help with an editorial strategy moving forward

Topic areas for Choice to be in the midst of (maybe content silos within the blog)

Collection development, OA – contributors who are subject area experts; moderated or governed by an editor

Updated frequently – want this to be dynamic

Featuring problem solvers rather than cheerleaders – learning and getting questions answered

Discussion:

What is Choice known for now? How can we continue to capitalize on this and branch out? A blog with multiple channels feels too fragmented; many librarians still think about collection development/management when they think of Choice – focus on this and then maybe focus on genres (e.g. graphic novels) – trends in those areas and deciding whether or not you need to collect in certain area

OA publishing – still the Wild West and things are changing so rapidly – questions in libraries about the quality of some of the content, different funding models that are available, taking some of the philosophical underpinnings about Open Choice might be useful

library collections as course materials – opportunities and challenges – using collections as part of an institution's affordability strategy

Open seems to be a popular theme with the editorial board

Developing a brief survey to find out what content folks might be interested in – distribute to ALCTS? (Are there academic groups within ALCTS?); emails of folks who registered and attended webinars

Look at registrations for topics of webinars and start placing those topics into buckets; this might help to shape some of the content for the blog or for podcast episode

Forum or be more tightly regulated/circumscribed? The latter seems to be more appealing to the editorial board (informative, thoughtful, thought leaders)

Spotlight/features/profiles within in the content channels to induce reader engagement (especially initially) - maybe a case study approach – with some structure to these – brief overview to project or strategy

Blog post/white paper – fracturing the national database – so reliant on OCLC as our de facto national catalog- growth and implicit goal that Ex Libris has to develop an alternative – are people still putting records into OCLC or how are people reacting to this?

Resource sharing as a topic fits very well with collection development

Have to think about the qualifications and requirements/expectations of folks who would serve as blog editors/authors. – Defining a set of questions or topics that need to be addressed – finding a small group of authors who can explore these in detail

Blog has to have a voice (not of an individual) – POV of the profession as a whole – editors build that voice

Editors will likely be the Choice staff

Blog as a revenue source? Most likely not, but hopefully it will increase audience base which will attract sponsors and advertisements

Profiles or case studies of folks who are using Choice products (OAT or RCL) – maybe on Choice360 but not necessarily on the blog (maybe a testimonial or case study section of the website)

How effective was this virtual meeting experience? (First time holding a regular meeting virtually)

Generally positive sentiments

Zoom or some way to physically see each other – might help to eliminate silence in between responses

Importance of face to face meetings – nothing can really substitute for those interactions and energy – face to face meeting at Annual will be really important

No booth at Midwinter this year; Dalia will be at Midwinter

Adjourned at 1:26 PM

ACRL CLIPP Committee

Virtual Midwinter Meeting Minutes
Friday, February 7, 2020

Luann DeGreve, Chair

CLIPP Conference Call Agenda and Meeting Notes
February 7, 2020
2:00-2:15 PM CDT

Dial: (515) 604-9026
Access code: 126549

Members Present: Jessica Brangiel, Luann DeGreve, Erin Nevius
Members Absent: Sara Metz, Trisha Mileham

Agenda

- I. Status of Current Projects
 - a. Francis OER project – The manuscript is in the publishing queue at ALA. Erin is not expecting there to be any significant issues. The committee will be able to see the final layout before the issues goes to print.
 - b. Baril-Donley librarian hiring trends project – The committee thought the draft was very good and only found minor typos. There were no substantial changes that needed to be made, with the exception of the title. There is concern that the title does not accurately reflect the content of the issue. Jessica will make that suggestion to the authors and then move the draft into Erin's hands.
<https://drive.google.com/drive/folders/1zQP-JVYgi3xPkLqOtaJ6PjmxmxHGHYJj?usp=sharing>
 - c. Bailey faculty status project -- The committee did not have time to thoroughly review the pieces of the proposal. However, it was noted that the formal proposal was missing the proposal statement and the survey cover letter. Luann found the survey in old committee correspondence. Luann will ask the authors for the statement and cover letter along with a copy of the current survey questions. The committee will reconvene in two weeks to discuss this proposal.
https://drive.google.com/open?id=1JNXnUyNc_BbmfTDSKDTusLGFLyc2Bn8Q
- II. Spring call for proposals – Given the size of the committee, the number of projects in the queue, and the fact that all members are cycling off the committee this summer, the members decided to hold off on a call for proposals until late spring/early summer. At that point, we may know if and/or how many volunteers are on next year's committee.
- III. Next meeting – February 21, 2020 at 2:00PM CDT.

C&RL Editorial Board

**Agenda
December Virtual Meeting
(December 11, 2019) at 11am central**

Wendi Arant Kaspar, Editor

In attendance: Erin Owens, Tony Stamatoplos, Penny Beile, David Free, Ellen Filgo, Ming Lu, Sarah Fitzgerald, Michelle Demeter, Christopher Cox, Emily Drabinski, John Budd, Brad Warren, Wendi Kaspar

1) Update on journal activity

The special issue on Value of Academic Libraries is proceeding. There were a few more final submissions than anticipated (11). You'll remember that the special issue used developmental peer review for their submissions (and the peer reviewers will be named in the issue). There are a couple of submissions that needed some additional review. Emily and Erin offered to take a look at these articles – and since, the comments have been returned to the authors to revise. The “final” versions are due in by January 15. The issue should be published in April – although there is also planning in case it slips to June (which seems timely given the VAL topic and the proximity to the annual conference).

2) Meeting and other activities at Annual

The panel on “Open Peer Review: Considerations for Authors and Publishers” was accepted for the ALA Annual Conference in Chicago. Panelists include:

- Cassidy Sugimoto
- Daniel Mack
- Emily Ford
- Wendi Kaspar

There was some discussion about the open peer review pilots that C&RL has done and Budd indicated (with much agreement) that developmental is a useful tool to help novice writers. Beile (one of the authors of an article in the special issue) also suggested that the peer reviewers be acknowledged in the special issue for their efforts.

C&RL Editorial Board will keep the usual meeting slot at annual but given that we are conducting business so well in a virtual environment, we will use this time for a more casual conversation and brainstorming about potential directions.

3) Discussion on how to foster more dialogue around the journal (role of social and editorial response)

There was general agreement that the journal editor can be more engaged in social media then there was more attention to how to have an editorial board that is more representative or models the journal's commitments to EDI. There was also general agreement about adopting a strategy of "tactical activism" and reaching out to underrepresented groups to volunteer for the Board. Kaspar indicated that while there are many to volunteer to be on the board, very few have served at reviewers for the journal and this is one of the priorities for consideration for the editorial board. Kaspar does invite any other who volunteer and have a publication record to serve as a peer reviewer for the journal. Kaspar offered to post the list of current journal peer reviewers for the Board's consideration.

4) Update on Book Review Editor Search

Book review editor search process went well. Erin Owens is chair with Sarah, Michelle, Chris and Wendi. There were 7 applicants and there were several strong candidates – of which, 3 were interviewed.

UPDATE as of 1/7/2020: A candidate was chosen and accepted: PCC approved Emily Drabinski as the incoming Book Review Editor. All other candidates were thanked and encouraged to engage with the journal in other ways. The selected candidate will do one year as editor designate, working with Mark Shelton and with the editor and learning the policies and workflows and getting familiar with OJS – starting in July 2021.

C&RL News Editorial Board

2020 Midwinter Meeting Virtual Meeting Agenda & Minutes
Wednesday, January 29th at noon Eastern / 11 am Central / 10am Mountain

Heidi Steiner Steiner Burkhardt, Chair

BlueJeans: <https://bluejeans.com/6065406882>

If you'd prefer to call-in:

1) Dial: 1.888.240.2560

2) Enter the Meeting ID: 6065406882

Want to test your video connection?

<https://bluejeans.com/111>

Agenda:

- Introductions
- Adoption of agenda and appointment of recorder
- [Editor's report and discussion](#) (Connect file), including:
 - Review of recent issues
 - Report on readership statistics and trends
 - Future covers and potential topics and authors
- Review of the [Annual Work Plan](#) (Connect file)
- Discuss steps to wrap up 2018 Readership Survey
 - [Raw data](#) (Connect file) - is packaged PDF, closed questions first, followed by open responses at the end
 - We need short write-up for our future selves
 - Is it worth coding the open responses?
- Annual Conference meeting
 - Decision about 2020 Annual Conference meeting (i.e., virtual or face-to-face)
- Other items of interest

2020 Midwinter Meeting Virtual Meeting Minutes
Wednesday, January 29th at noon Eastern / 11am Central / 10am Mountain

In attendance: Heidi, David, Amanda, Nicole, Julie

Regrets: Leo, Reabeka

Adoption of agenda and appointment of recorder: Amanda!

Editor's report and discussion

- Review of recent issues: Contents and submissions going well, no difficulty getting submissions or columns. Lots of streams of information coming in. Financially, C&RL News is in good shape -- financial surplus because of shared ALA JobLIST revenues, ad sales. Discussion of how articles are selected for C&RL News -- quality and diversity/originality in topics are key decision-making factors, along with overall issue size/length. Board members agreed that the issues are applicable, but there are many permutations of college and research librarianship (which are reflected in the feedback from the survey).
- Report on readership statistics and trends: Many people are accessing the *News* online; the jump in August 2019 is because of the additions of back files made available at that time.
- Future covers and potential topics and authors: Encourage people from different functional areas of librarianship to share what they're doing to broaden the perspectives that *News* issues share.

Review of the [Annual Work Plan](#) (Connect file)

- Two main tasks for the year, as reflected in the Work Plan:
 - Readership survey response analysis: Most useful approach is to write up a brief (one-page) document to summarize what this board did to collect information and reflect what the findings are. This project will happen by June 2020.
 - Back file highlight: Carry-over from last year, because back-file was not ready. Highlighting specific articles, issues, etc. based on topics of interest (e.g. diversity, equity, inclusion) on social media. Involves collaboration with David and the C&RL social media editor to coordinate posts in the *existing* social media channels. Amanda is willing to help, and David would connect Amanda with Ellen to discuss this further.
- One ongoing task, which is to work with editor.

Discuss steps to wrap up 2018 Readership Survey

- [Raw data](#) (Connect file) - is packaged PDF, closed questions first, followed by open responses at the end
- We need short write-up for our future selves
 - Heidi will start a document with a high-level structure (e.g. demographics, what people are reading). Julie and Nicole will review qualitative comments for common themes and share their observations in the document. After a first pass, this document will be shared with the broader Board for review.
- Is it worth coding the open responses?
 - The Board agreed that coding is not necessary in a systematic way, but brainstorming/identifying key issues, trends, concerns, etc. will be sufficient. Interesting insights about what people want to read, which can help this Board and future Boards (as well as David!).

Annual Conference meeting

- Decision about 2020 Annual Conference meeting (i.e., virtual or face-to-face): The Board will continue to meet virtually. Heidi will reach out closer to the end of this Board's term to set up a time that works for many.

Other items of interest

- None.

Meeting ended at 12:45pm. Respectfully submitted by Amanda Hess.

New Publications Advisory Board

Virtual Midwinter Meeting

January 15, 2020

3pm Eastern / 2pm Central / 1pm Mountain / Noon Pacific

Connection Information Below

Courtney McDonald, Chair

Committee members

Craig Gibson, Michael Levine-Clark, Susanne Markgren, Courtney McDonald, Roe McKernan, Gemmicka Piper, Lutishoor Salisbury

Attendees

Michael Levine-Clark, Susanne Markgren, Courtney McDonald, Erin Nevius, Gemmicka Piper, Lutishoor Salisbury

Regrets

Craig Gibson, Roe McKernan

Agenda

1. Welcome and introductions
2. Appointment of a recorder – Courtney will take some notes and folks can add
3. Update from Erin:
 - a. [Publishing website](#) update:
In need of a review and overhaul – intend to give some information about what's in the pipeline, outline processes, information about common questions (e.g., documentation we can provide related to P/T, IR, open access, etc). Look for those updates this summer.
 - b. Forthcoming titles:
Seven titles published right now. By the end of January should have 10 books – three books on leadership & development (one for PIL), published as a set with a discount for buying the package. Budgeted for 18 books published this year, manuscripts in hand, we are in excellent shape. 28 books acquired 'behind' that in the pipeline. This month's proposals to be sent for review on 27th.
4. **New business**
 - a. Your conference and meeting plans for 2020:
 - i. Courtney will be going to ALA MW & Annual only; Michael will be at ER&L, Charleston, UKSG [a major UK academic library conference], Researcher to Reader {publishing/open access focus} and some publisher conferences; Luti: ALA & SLA (Academic division might be a good place for connection); Suzanne: ACRL NE and ACRL New York chapter; Gemmicka: BCALA, JCLC if held.

- ii. Discussion: what opportunities might this provide for identifying potential new authors?
Question – do we / have we looked at programs ahead of time to scope out topics that might be of interest and be able to ‘get a jump’ on the topic or to identify patterns? This could be something we could all have in the back of our minds. Feel free to talk with potential authors and encourage them to contact Erin directly, or to report back with ideas about potential contacts.
- iii. Discussion: Comfort level and feasibility of carrying marketing materials
Not obligatory, but if you are willing and you feel like it would be particularly topical to have a flyer, etc., please reach out directly to Erin.

b. Metrics

- i. Discussion: What information or data might Erin be able to provide to this group to help us better understand ACRL’s publishing program overall, identify gaps in list, evaluate new proposals?
How do we focus this on impact? Not just books published, but also those sold and/or accessed – looking at this across the entirety of the program. How does the revenue from this program support not just the program but maybe other ACRL initiatives? Could we contextualize some of this: ‘on average, our titles sell X number; are held by X number libraries; etc.’; Website stats on a title basis; citations of our books/chapters.

The rule is that publishing programs pay for themselves so the good news is we are always in the black. 😊

Shift in sales/access – print sales versus e-access via institutional agreements for access or purchase.

Ease of publication / author experience – “Why publish with us?” Services offered (Erin’s help, letter for P/T), average time from contract to publication if that turns out that to be a helpful representation. Articulating clearly what services are offered (copyediting) and the human touch especially for new authors.

How can we tell these stories from the author perspective? Are there ACRL authors who might be willing to talk through their experiences. At ACRL 2019 there were a lot of video testimonials collected, maybe some of these would include this kind of content. Could prioritize this for ACRL 21. Previous ‘how to publish’ panel, planning for those in future, offer as a webcast. Perhaps even a series?

- ii. Discussion: Building on this, what sort of metrics might we want to provide to whom (PCC, ACRL Board, membership, etc.)? (Or, if you prefer: How might we take our metrics and turn them into an advertisement for our publishing program?)

5. **Next meeting:** In-person at ALA Annual Chicago, Sunday June 28 8:30-10a, Hyatt Regency Chicago (Room TBD)

6. Adjournment

Project Outcome for Academic Libraries Editorial Board

Meeting date: Monday, February 3, 2020

Time: 11am-12pm Central Time (12pm ET / 10am MT / 9am PT)

Roster: <http://www.ala.org/acrl/aboutacrl/directoryofleadership/editorialboards/acr-poab>

Tiffany Garrett, Chair

Jennifer Arnold, Vice-Chair

Agenda

1. Draft guidelines for new case studies
2. Plans for soliciting and developing new case studies
3. Next meeting - late March?
4. AOB

MINUTES

New Case Study Guidelines

Draft Feb. 3, 2020

Content Guidelines

1. **Summary:** Institutional background. What need did the project target? Which surveys did you use?
2. **Methods:** Did you make modifications to the survey? How did you administer it? Did you use other complementary assessment methods alongside Project Outcome?
3. **Results:** What were the results? What were the key takeaways from the survey?
4. **Taking Action:** How have you used the data collected? Has it been useful in advocacy? Have you made any changes? Have you assessed those changes and were they successful?
5. **Next Steps:** Lessons learned. What would you do differently next time?

Suggested length: 1,500-2,500 words.

Images or charts can be included.

The Project Outcome Editorial Board will review your submission and may ask you to make changes. These guidelines and other factors will be considered prior to approval. For example, the Project Outcome Editorial Board seeks to represent a variety of institutional settings and surveys used in the case studies provided.

Solicitation & selection process

- To find users to write case studies:

- Feedback form (linked from case studies section) exists to collect general information about how libraries are using Project Outcome data. As it stands, this is *not* intended as a case study submission form, but could provide a list of potential people to follow up with depending on priorities for new case studies.
 - ACRL staff have the ability to see who the most active users are in the system and could reach out to them directly.
- How to decide who to select? How can be strategic to ensure coverage across different survey topics, program/service areas, ways data is used, types of institutions, etc.? Is there a review process?
- Solicitation - focus on survey topics needing coverage
 - Reach out to active users & ask to fill out form if interested in writing a case study
 - Follow up with users who filled out form
- Review process
 - EB to review first few as a group
 - Later establish process for review by a couple EB members

***RBM* Editorial Board**

telephone conference minutes
Wednesday, 22 January 2020, 12pm CST

Meeting opened 12pm CDT. Editor Richard Saunders called a roll:

Present on the call:

Board members: Richard Saunders (editor), Jason Bourgeois, Anna Chen; Pam Hackbart-Dean, Meredith Evans, Jennifer Gunter King, Jennifer Sheehan.

Ex officio members: David Free

Not present on call:

Board members: Megan Barnard, Amy Cary, Jocelyn Karlan, Matthew Knight, Leila Rod-Welch

Ex officio members: Mary Ellen Davis, Erin Ellis, Dawn Mueller, Erin Nevius, Kristin Totleben

Discussion (from agenda):

Review and approval of 10 July 2019 minutes

Bourgeois moved to approve with one prior correction (included in draft). Evans second. Approved.

Debrief on fall 2019 failed special issue

Saunders mentioned that the planned thematic issue on minority/underserved-population collections challenges did not have sufficient submissions. The author of one very good piece was unwilling to accept editorial comment or make revisions and withdrew their submission. Noted that the general call for submissions through the journal itself and announcement on various listservers was generally ineffective. That may be because there are comparatively few practicing librarians with that topical focus or institutional platform, and that individual solicitations might be more effective. King suggested that a colloquium could be held to generate content. Sheehan observed that venues other than presentations might be viable as well. Saunders noted the Rebus Community digital series “Office Hours” as a discussion platform, mentioning that something similar could be used as a means of creating a roundtable, and then publish an edited transcript of the discussion. Evans cited the National Council for Public History roundtable as a successful example.

Editorial braggadocio

The editor reported that across its past four volumes (six issues) *RBM* has published twenty articles, eighteen book reviews, and six Editor’s Notes. Of this material:

- one article has been downloaded more than 2,500 times.
- Three others have over two thousand downloads apiece.

- More than half of the articles from these five issues have been downloaded over 1,200 times.
- The article with the fewest download, from the recently published fall 2019 issue, has still been downloaded by users 175 times (and is the only article in the list with fewer than 225 downloads).

Generally these numbers are well above the cumulative circulation figures for material out of preceding issues.

The top ten most-downloaded materials (which, interestingly, includes one Editor's Note) total 17,603 digital uses, a figure 36% greater than the remaining 34 items (articles, book reviews, and Editor's Notes) from the issues in which they appear. *RBM* is a vibrant and increasingly important venue within the profession.

Board members concerns (open discussion)

The figures led to a discussion about journal distribution. Bourgeois noted that *RBM* not included with RBMS section membership. Free pointed out that the journal was established by the ACRL board of directors as a self-supporting publication under its previous title and has about 300 subscribers. He confirmed that the journal is not a benefit to RBMS section members. That status can be changed and advises that the board would want to generate use and cost data, review for viability before making that proposal. The ACRL board of directors is the entity required to take action.

Schedule next meeting

Tentatively 15 July 2020, 12pm CDT.

RBM book review editor appointment and vote

Applicant information sent separately to board members. Sheehan withdrew from the discussion as an applicant and officially abstained from voting. Two members of the interview committee were on the call (Evans, Dean) and contributed their views. Sheehan was the clear preference but other factors are relevant. A long discussion ensued around two questions: the appointment of one best-qualified candidate, and the direction other potential appointments could take the journal. Saunders made a point that the board essentially would choose between a stable and qualified applicant who would capably carry forward, or risk appointing an early career individual who may take the reviews in a new direction. Evans asserted that cultivating new talent was an important factor for the discipline as a whole, and that this position was one way to do so. Bourgeois stated that the invitation for applicants implied the most qualified would be chosen. Saunders pointed out that he and Cary had specifically written the announcement to not obligate the committee to a merit-based decision and that balancing opportunities and directions was the fundamental decision facing the board.

Saunders asked if the board was willing to entertain a split appointment or mentoring relationship. Much discussion.

Saunders eventually polled members attending on one of three options: Puerini as appointee, Sheehan as appointee, or both with Sheehan as appointee mentoring Puerini. Bourgeois noted that absent board members had not had the option to vote for both preferred applicants and

Saunders noted that he would talk with both who had forwarded their vote prior to the meeting and would report their thinking about that option before taking action. The voting by members was as follows:

Dean: both

Chen: both

King: both

Bourgeois: Sheehan

Evans: Puerini

Saunders: both

Sheehan: *abstain*

Votes submitted to editor via email (but therefore without the option of both):

Cary: Sheehan

Knight: Sheehan

Saunders suggest the meeting wind up by standing to sing the official song. Having no support for the motion, the meeting adjourned at about 1:30pm CST.

Resources for College Libraries Editorial Board

Minutes for ACRL-RCL Meeting (12-5-19)

1:00 PM (Pacific Time)

Attendees: Tammera Race (chair), Jeff Bond, Mark Cummings (staff liaison), Alice Daugherty, Anne Doherty (staff liaison), Wenli Gao, Kymberly Keeton, Adrian Morales, Joe Mocnik, Tim Ream.

Tim Ream volunteered as session secretary

Introductions

Project and financial report

- Overview of RCL collections, reviewers, reviewer recruitment, and upcoming projects
Database audit, collection-wide and subject-specific weeding

Proquest Partnership

- Combination of Choice and Proquest (marketing)

Financial Overview

Discussion

- 60 minute review broken into 2 separate periods and due dates (December 1st and May 1st)
- Jeff: Used RCL for real-world collection development task with budget and time deadline
- Tim: Felt overwhelmed by amount of metadata content
- Anne encouraged others to do testing if they haven't yet

Support Editorial Recruitment Efforts

Anne explained the editorial recruitment process

Anne asked what other avenues we might use for editorial recruitment.

Alice: *Library Writer's Blog*

Joe: Calls to participate among fellow colleagues has been successful in the past

Anne: Mentioned possibility of reaching out to Library Directors to help in recruitment

Jeff: Subject specific list-servs are good for recruiting efforts

Anne: Mentioned that she can add to ALA Connect the subject-specific list-servs that she already posts to for recruitment

Tammera: Mentioned regional lists and groups. Agreed that professional development and tenure review can be motivators

Tim: Mentioned consortium list-servs that can reach out to numerous libraries in a region

Tim: Mentioned recruiting through conference presentations and research

Collection-level Metrics:

Jeff: Some subjects require currency for usefulness like health and the hard sciences

Tim: 100,000 seems too large for a core collection of titles. Number of titles contributed to feeling overwhelmed when using the database

Adrian: Mentioned that user and publication statistics should drive deselection.

Anne: statistics like publication date, OCLC holdings and other statistics contribute to deselection decision-making.

Next Steps:

- Anne will add supplementary materials and notes from today to ALA Connect
- ALA Annual (Chicago, June 2020)
- Please RSVP by May 1st
- A letter of support can be requested from Anne or Tammera Race

Research Planning and Review Committee

Meeting - January 2020

January 17, 2020 9:00 am PST

Zoom connection: <https://ucla.zoom.us/j/785218722>

Allison Benedetti, Chair
Ginny Boehme, Vice-Chair

Attendees: Allison, Ginny, Kyle, Minglu, Alex, Andy, Tom, Yuan

Absent: Catherine, Brian, Erin

Agenda/notes:

- Welcome
- Check-ins and updates on section drafts (draft deadline is Monday)
 - Erin had to take a leave of absence, we're working on a plan to cover the gap
 - OA topic can probably be easily be an overarching theme, with transformative agreements, Plan S, Big Deal cancellations as broad categories w/i, if necessary
 - Big Deal cancellations may not have changed enough to reference beyond "look at last year's Enviro scan" -- likely best/easiest plan
 - Erin has some citations she will add to Zotero for us
 - Don't worry too much about cutting down lengthy drafts; Allison and Ginny will work to combine/trim once all sections are written
 - All confirmed that they were on track to submit drafts by the deadline.
- Troubleshooting (if needed)
 - Please add all your references to Zotero
 - Please remove any extra citations (or otherwise note that they are not used) from Zotero
- Other items
 - Questions for ACRL VP/Pres Elect candidates? Will be joining us next meeting (2/24)
 - Brainstorming:
 - Potential changes w/i ACRL along the lines of the ALA realignment/SCOE?
 - Free speech square at MW? Interpretation of recent free speech issues, support of vendors vs members?
 - Middle of Feb is deadline for volunteering for committees/board/etc

Research Planning and Review Committee

Meeting - February 2020

February 24, 2020 11:00 am PST

Zoom link: <https://ucla.zoom.us/j/629617962>

Allison Benedetti, Chair

Ginny Boehme, Vice-Chair

Attendees: Allison, Ginny, Alex, Catherine, Kyle, Minglu, Tom, Brian, Andy

Absent: Yuan

Agenda/notes:

1. Discussion with candidates for ACRL Vice President/President-Elect (Lynn Silipigni Connaway and Julie Garrison)
 - a. Each candidate gave a quick intro about themselves and why they are running.
 - b. Questions from the committee:
 - i. Do you foresee potential changes w/i ACRL along the lines of the ALA realignment/SCOE?
 - ii. Since this committee is charged with evaluating trends that impact academic libraries, what do you feel is the one current trend that will most impact the future of academic libraries?
 - iii. Each candidate gave a brief answer to each question.
2. Update on Top Trends document and next steps
 - a. Draft submitted to the Board for review and comments. Those should be complete by the end of the month and then we will circulate comments to the group for editing and polishing.
3. Vice chair for next year?
 - a. Is anyone interested in serving as vice chair next year? Ginny will be chair, Allison is rotating off the committee.
4. Questions

Research and Scholarly Environment Committee

2020 ALA Midwinter Meeting
Sunday, January 26, 2019 8:30am – 10:00am
Pennsylvania Convention Center, Room 112-AB
OR
via Zoom: <https://virginiatech.zoom.us/j/5402311751>

Nathan Frank Hall, Chair
Charlotte Roh, Vice-Chair

Minutes

Attendees

Nathan Hall, Charlotte Roh, Mel DeSart, MD Galvin, Ryan Otto, Kara Malenfant, Allison Langham-Putrow, Thomas Padilla, Ashley Sergiadis, Will Cross, Abigail Goben, Amanda Nichols Hess

Regrets

Guests

Julie Garrison, Lynn Silipigni

1. Preliminaries (Nathan Hall, Charlotte Roh) **8:30 - 8:50**
 - i. Minutes recorded by vice-chair, Charlotte Roh
 - ii. Introductions
 - iii. ACRL President Elect Candidates
 1. Julie Garrison & Lynn Silipigni Connaway
 - iv. Approval of Fall 2019 call minutes
 1. https://docs.google.com/document/d/1pAR-Bt_GrIlucecdNxYH3vCZmj89RI6il79pTZ0eLXg/edit?ts=5da09268
 2. Mel DeSart moved, Thomas Padilla seconded
 - v. Agenda overview
 - vi. Board updates
 1. [*Forward Together*](#) (SCOE)
 2. Major structural changes proposed for ALA, including governance.
Probably eventually implications for this committee.

3. Next step for Steering Committee on Organizational Effectiveness
is go to through Constitution and Bylaws to actually propose
motions for to go through Council
2. ScholComm Discussion Group / ACRL-SPARC Forum update **8:50 - 8:55**
 - a. The Forum went well despite a last minute speaker substitute, the discussion is expected to go well too. Despite thin Midwinter attendance, the room was full, although it was a smaller room than usual.
 - b. Bounce back emails from the list-serv always go up around conference time.
3. Roadshows updates **8:55 - 9:05**
 - a. General updates (Nathan): Emerging Leaders project was not accepted, but the work of identifying better marketing for the roadshows remains. There will be a call for volunteers for a subcommittee. We proposed to the Board that instead of subsidizing the SC Roadshow, any roadshow would be subsidized for minority-serving institutions. This would then be managed by the professional development program instead of ReSEC.
 - b. Research Data Management (Abigail Goben): No updates and activity since last fall; continuing to have marketing issues. Need a new coordinator by June.
 - c. Scholarly Communication (Will Cross): Added 3 new members and did an overhaul of the modules for accessibility and inclusivity.
4. Research Agenda Grants Update (MD and Nathan) **9:05 - 9:10**
 - a. Recipients announced in early December. Thanks to the selection committee for their work.
 - b. Next phase: Shepherding recipients through process, call for volunteers to liaise.
 - c. We've proposed another round of funding for the next budget year, and ACRL Board has approved it (preliminary).
 - d. There will be a special issue of *College & Research Libraries* devoted to the Research Agenda published in 2022 (so work starts now). ACRL 2021 also has a panel slot set aside for the work of this grant.
5. Scholarly Communications Toolkit (Willa, Allison, MD, Ashley) **9:10 - 9:15**
 - a. New editors have been given access to the toolkit.
 - b. Proposed update to toolkit to incorporate research agenda's equity, diversity, and inclusion focus.
6. Vendor Relations (Mel) **9:15 - 9:20**
 - a. Lost and gained some members, working on the scope.

7. *C&RL News* column update (Pamella Lach, Thomas Padilla) **9:20 - 9:25**
- a. Could use new topics and ideas from the committee.
 - b. Thomas has begun formally shadowing to prepare for Pam to roll-off at the end of June
 - c. Authors lined up through June 2020
 - i. Still need July/August, Sept, Oct, Nov, Dec
 - ii. We have a few ideas but welcome suggestions
 - iii. Need to follow-up on suggestion from Spring 2019 Call for a column from Willa Tavernier on her scholarly communication work as an ACRL Diversity Resident. Originally suggested to run after OpenCon (which didn't happen) or Triangle SCI (Oct 2020)
 - d. New approach to recruiting columns to avoid last-minute scrambles
 - i. Offer columns to ACRL/SPARC Forum participants and incoming ACRL President but we're not holding the slot for them. Instead, we invite them to write and submit when they can and we'll find an issue for them
 - ii. Thomas plans to start soliciting columnists again
 - iii. At least one standing column established - Kyle Courtney on copyright
 - e. Column stats still appear to be down.
 - i. All 2019 issues combined (no December issue) plus Jan 2020 issue: 8,238 views (does not include downloads or print access). This is down approx 30-35% compared to 2018 columns (though not fully apples to apples comparison)
 - ii. Most popular column of 2019: May 2019, Ellen Dubinsky, Does open access make cents? Return on investment in the institutional repository (1298 views)
 - iii. Most popular in last 6 months (since Annual): November 2019 (this was a very last minute scramble due to the scheduled authors falling through): Arthur "A.J." Boston, What do you mean? Research in the Age of Machines (1159 views)
 - iv. It might be time to rethink this column - the sorts of topics we're publishing, the range of voices being included (or not)
8. Rapid Response: NIH Office of Science Policy for Data Management and Sharing (Allison Langham-Putrow) **9:25 - 9:30**
- a. It's submitted!
 - b. Last week OSTP put out a call for comment, need someone to work with Allison on a response.
9. Legislative Agenda **9:30 - 9:35**
- a. ReSEC issues for the Watchlist; other legislative issues we need to prioritize
<http://www.ala.org/acrl/issues/washingtonwatch#agenda>
Government relations committee asked if we had any issues for them. If anyone has any thoughts, please let us know.

10. Domain Updates**9:35 - 9:50**

- a. SPARC (Nick Shockey and Caitlin Carter): Working with allied organizations to write a letter to administration to support open access policy in response to AAP letter late last year. Have organized four groups to tackle different aspects of negotiation and big deal cancellations, based on community calls. Some of these resources would be great for the ACRL Toolkit. OpenCon was successful but not sustainable in its fundraising for each event; plan to build on existing and local community for future events.
- b. ARL: Nathan read an update sent to us by Judy Ruttenberg
 - i. Advocacy and Public Policy –
 - 1. Open Access: Assuming you will hear from SPARC on the Executive Order rumors and publisher pushback, ARL signed on to the Open Access Working Group letter to the White House in support of a zero embargo policy (see publications, below, for blog post on this issue in relation to partnering with scholarly societies on OA transitions)
 - 2. Copyright -- ARL is tracking legislative activity around copyright modernization, registration process issues, and streaming, all of which are being coordinated out of the Senate Judiciary Committee.
 - 3. Later this year there will be a series of hearings on the DMCA
 - 4. ARL has voiced its opposition to the CASE Act (small claims court for copyright infringement) and is working to solve problems with the Senate bill
 - 5. Privacy is one of the leading issues in DC in information policy. ARL is heavily engaged on the Hill, the outlook for legislation this year is uncertain as is the scope of the bills.
 - ii. New task forces
 - 1. Digital Content Task Force
 - a. To identify and implement a first phase of a shared agenda to inform and address the most pressing needs of the Association membership with regard to providing enduring and barrier-free access to digital content, and
 - b. To represent ARL's interests in the ALA Joint Working Group on Digital Content.

2. Joint ARL-CARL Task Force on Research Data Services (2020-2021) will develop a framework for research libraries as partners in advancing open science and FAIR research data, inclusive of
 - a. FAIR principles implementation
 - b. Institutional policy considerations
 - c. Institutional and local context
 - d. Disciplinary context
 - e. Cross-institutional collaboration

11. Wrap up (Nathan Hall)

9:50 - 10:00

- a. Next Midwinter we'll meet remotely and at a time that is reasonable for folks on the West Coast.

Standards Committee

Meeting Minutes
February 10, 2020

Present Committee Members: Willie Miller (Chair), Jennifer Steele (Vice-Chair), Jessica Kohout-Tailor, Binh Le, Kari Garman, Emily Drabinski (Information Literacy Frameworks and Standards Committee Chair)

1. RBMS: The ACRL Board voted to approve the ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries at their ALA Midwinter Meeting. The Board and ACRL Executive Director Mary Ellen Davis thanks the Standards Committee members for our work to move the document along.
2. Framework for Access Services Librarianship: The members present agreed that the Access Services Interest Group (ASIG) did a very thorough job developing the Framework. ASIG is to be commended for taking such initiative, and other Interest Groups should use this framework as a model.

In ALA Connect and during the meeting, the Committee identified the following possible edits:

1. More consistency in citation style format. Section 1 has a different citation style format than the others.
2. Combining the citations into one long list instead of by section.
3. Adding an acknowledgement of the MLS/MLIS degree
4. Removing the hyperlinks to job advertisements and leaving the position descriptions

The Committee members present felt that these edits were minor. All members present would vote to approve. As a result, the Committee will vote on the Framework in its current state and request that the ASIG make the minor edits as it sees fit.

The vote on the Framework will take place virtually through ALA Connect between February 10 – February 12, 2020.

Information Literacy Frameworks and Standards Committee

Virtual Midwinter Meeting
February 3rd, 2020 via Zoom
Minutes

Emily Drabinski, Chair

Caitlin Elizabeth Plovnick, Vice-Chair

1. Updates from liaisons
 - a. Liaisons shared updates on progress so far. The committee continues to have difficulty getting groups to respond to need for updates to information literacy documents. Developing ways to coordinate our work with that of disciplinary committees continues to be necessary work.
 - b. Some groups are moving steadily toward revised documents. PPIRS and WGSS have made significant progress. The visual literacy standards will be addressed by the Image Resources Interest Group. Work is ongoing, and we have no new documents to send to the standards committee.
2. Update on EDI language and submission process for checklist and tip sheet.
 - a. Committee approved inserted language regarding EDI in ILFSC checklist and tip sheet.
3. Planning for Spring virtual event
 - a. Focus for webinar will be on the experiences of the EBSS Social Work committee. Emily Drabinski will reach out and organize with them.

Meeting adjourned.

Midwinter Meeting Minutes

Sunday, January 26, 2020 — 4:00-5:30pm

Loews Hotel Philadelphia - 1200 Market Street; Jefferson Boardroom

Nicole E. Brown, Chair

Alex R. Hodges, Vice-Chair

ZOOM Meeting Recording:

https://zoom.us/rec/share/7-VOKpvd735ITpXB5HPFQvYYHK3DT6a8hCMW8_tenU9NxTpLqHZs71CCQc96xrVI

Attendees (In-Person):

Nicole Brown, Alex Hodges, Cara Berg, Melissa Mallon, Joe Askins, Meg Meiman

Attendees (Virtual):

Robin Brown, Sara Miller, Lindsay Matts-Benson, Maura Seale

Visitors:

Carl Andrews (Bronx Community College), Brenden Johnson (Penn State Abington), Odile Harter (Harvard)

PRE-READS

- [SLILC Midwinter Report](#)
- [SLILC Work Plan](#)

INTRODUCTIONS AND ANNOUNCEMENTS

- Introductions around the table, including ZOOM participants
- Virtual Leadership Council - Nicole and Alex attended and updated 100+ attendees on SLILC's work
- Board Meeting update - Nicole and Alex attended the Board Meeting to update on our work
- Kudos: New RoadShow in development - Scholarship of Teaching and Learning
 - Melissa Mallon is a lead - kudos!
 - Timeline:
 - February 1, 2020: Curriculum design phase begins
 - ALA Annual 2020 (June): Draft curriculum due to SLILC for review and comment (this will be added to SLILC Work Plan)
 - August 31, 2020: Final curriculum delivered to SLILC and ACRL
 - Fall 2020: Pilot workshop (date and location TBD); call will be issued to hire additional presenters
 - SLILC Responsibilities (to be added to Work Plan for Professional Development Team)
 - Participate in 3-5 conference calls with curriculum designers and ACRL staff throughout 2020, reviewing materials and providing feedback and input.

AGENDA

EVENTS - REDUX - 20 minutes

What did we learn? What do we still need to know?

- *SLILC Forum*: 1/25/2020 - 10:30 AM - 11:30 AM; Loews Hotel Philadelphia - 1200 Market Street; Congress A; Round Tables of 10
 - Nicole & Melissa & Sara
 - Defining Inclusive Pedagogy
 - 21 attendees
 - If expanded, this Forum could help ACRL move toward a shared definition of inclusive pedagogy.
- *IL Framework Professional Development*: 1/26/2020 - 9:00 AM- 10:00 AM; Loews Hotel Philadelphia - 1200 Market Street; Lescaze; Round Tables of 10
 - Meg & Cara
 - OER/Toolkit group — Discussion-based — focus on gathering ideas from the community.
 - 24 attendees
 - This was a very lively, and productive discussion about members' needs in the open pedagogy arena.

TEAM REPORTS- ~ 10 mins discussing work per Midwinter Report + Work Plan

- Engagement Team - Sara Miller (Lead) - 10 mins
 - Feedback and guidance on Work Plan task: "Collaborate with the ACRL Liaisons Assembly Committee to update the [IL Talking Points](#) on their guide "
 - Reflect: What works well? What's missing?
 - Share suggestions.
 - Note: Team is making progress, [here](#).
 - Attendees provided ideas and direction
 - ACRL Frame listserv - a little over 2,000 subscribers (job announcements, proposals, etc.)
 - Recommendation for what to do with it prior to Annual.
 - Developing regional discussions
 - Looking at ways to reach those who are underserved by ACRL; an idea is to partner with state associations.
- Publications Team - Melissa Mallon (Lead) - 5-10 mins
 - What's going well? -
 - Where do you need input or assistance?
 - Project - Editing Perspectives on the Framework for *C&RL News* - getting ready to put out a call
 - Produce a timely publication - Robin Brown - Universal Design for Learning and is finding co-authors - one is the Accessibility Librarian at CUNY (February or April)
 - Looking into an edited volume on inclusive pedagogy (open access)
- OER/Toolkit Team - Meg Meiman (Lead) - 5-10 mins
 - What's going well?
 - Where do you need input or assistance?
 - Changing name to Open Pedagogy - update work plan - compiling resources

- This team will partner with the creators of Defining Inclusive Pedagogy Forum to work together to create something that is manageable for us and accessible for all.
- Professional Development - Cara Berg (Lead) - 5-10 mins
 - What's going well?
 - Where do you need input or assistance?
 - Working with other SLILC project teams to create events is going very well, as evidenced by our Forum and IL Framework Professional Development Program

FUTURE PLANNING

Engagement after Midwinter - 15 minutes

- Brainstorm:
 - Format - Webinar or webinar series, other ideas?
 - Near term - Melissa and Nicole reprise Midwinter Forum: Defining Inclusive Pedagogy in the form of an ACRL Webinar that can be recorded.
 - Longer term - Create a "Kit" for the Defining Inclusive Pedagogy Forum program that libraries can run on their own and share the outcome with SLILC to inform a shared definition of inclusive pedagogy.



Association of College and Research Libraries

Value of Academic Libraries Committee

Virtual Meeting

Friday, January 17, 2020, 1:00pm CDT

Duration: 1 hour

Joining Instructions:

Meeting Name: ACRL Value of Academic Libraries Committee Virtual Meeting

Join Zoom Meeting URL: <https://ala-events.zoom.us/j/874974306>

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)

Mrs. Reabeka King-Reilly (Member, July 1, 2019, to June 30, 2021)

Mr. Joseph Pirillo (Member, July 1, 2019, to June 30, 2021)

Philip Shackelford (Member, July 1, 2019, to June 30, 2021)

Michael Whitchurch (Member, July 1, 2018, to June 30, 2020)

Dr. Laura Healy Wimberley (Member, July 1, 2019, to June 30, 2021)

Eric Resnis (Ex-Officio Member, July 1, 2017, to June 30, 2020)

Emily Daly (Board 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
 - i. Amanda Folk volunteered to take notes.
- II. ACRL Vice-President/President Elect Candidate Introductions – Julie Garrison and Lynn Connaway
 - a. Julie Garrison –
 - i. 3 areas of focus if she were to be elected
 - 1. Forging strong collaborations – not being so siloed within ALA; higher education associations (more holistic lens)
 - 2. Professional development and building a community of best practitioners – help librarians to become agile professionals and innovative thinkers
 - 3. Plan for Excellence refresh – almost 10 years old; it is representative of where ACRL wants to be/go? Engage full ACRL membership in this conversation
 - b. Lynn Silipigni Connaway
 - i. Need to focus on Plan for Excellence
 - ii. Leverage collective power of ACRL to effectively meet needs of academic and local communities – including user-centered assessments
 - iii. Collect data on how individual programs are preparing students to be part of society, and information literacy is part of that
 - iv. Vice-Chair and Chair of VAL committee – 2013-2015; author of recent Academic Library Impact report
 - v. Need to change to accommodate new student demographics
 - vi. Core commitment to EDI – different library types, positions, cultures, gender, color, sexual preference
 - vii. Relationship building – Assessment in Action as catalyst for collaborations across campus
- III. Subcommittees updates
 - a. VAL travel scholarships
 - i. Update from Kara
 - 1. Gave out half of awards; about to launch another call for proposals
 - b. Special issue of *College & Research Libraries*
 - i. Update from Jill
 - 1. Final drafts of all articles are approved as of today! Being sent to copyeditor
 - 2. April 2020 release
 - c. Library impact grants
 - i. Update from Becky C.
 - 1. Evaluating second round of interim reports
 - 2. Uncovered a few areas to follow-up with and think about for the future
 - a. Taking longer for the grant recipients to gain IRB and budget approvals than anticipate

- b. More challenges than expected to recruit students for focus groups and interviews
 - c. Lit reviews seem to be happening after the award is received and is taking time away from collecting data
 - d. Using funds for incentives (e.g. gift cards) – is this ok? Kara thinks it's ok to do some minor shifting between budget lines
 - 3. Considering how to look at the long-term impact of the grants
 - a. 2018 recipients have submitted final reports and will be in the C&RL special issue
 - b. Many have not published or presented yet – this was a key part of the original call – concerns about this happening in the future if we're not more proactive
 - 4. Devise a survey to collect info related to publication and presentation/dissemination after final report?
 - 5. 2020 grant – the call for proposals will be forthcoming shortly
 - d. EDI
 - i. Update from Amanda
 - 1. Hoping to launch Spotlight Series in January but no responses yet despite some initial positive reactions to email invitations
 - 2. Amanda will follow up some of the folks invited and has a few more leads to follow
 - e. VAL resource oversight
 - i. Update from Joe
 - 1. OCLC in process of updated VAL Dashboard page with sunseting banner
 - 2. No update on the work that David F. and Chase O. are helping with
 - f. Data Analytics/Privacy
 - i. Update from Joe
 - 1. Still accruing resources
 - 2. Identify the specific scope and deciding how to organize information to translate into a toolkit
 - 3. Reached out to some folks who are involved with learning analytics for different perspectives; positive response
 - g. Libraries Transform Toolkit oversight
- IV. Assessment in Action Roadshow Discussion (Eric Resnis)
- a. March 2020 - 3 years that AiA transitioned to the Roadshow format
 - b. Time to consider how the assessment landscape has changed and how they should address that
 - c. Curriculum revision discussions will initiate at 2020 Midwinter – coordinator and presenters
 - d. Sent a survey to everyone who has completed the Roadshow and analyzed the evaluations that they have collected from the Roadshows
 - i. May not need to stress intro to assessment and why it's important
 - ii. Activities to reinforce evidence and closing the assessment cycle, including communicating about your project (especially if it's not quite complete)
 - iii. More methods related information (e.g. qual vs. quant, correlation, analysis, etc.)
 - iv. How long should this be? Surveys gave range of 4 hours to 2 days long

- e. Potentially moving toward a model similar to that of the Scholarly Communication Roadshow (modules that take a deeper dive into specific topics)
 - f. More on data privacy
 - g. Incorporating EDI principles in a more meaningful way
 - h. Thinking beyond information literacy – examples that talk about space or collections
 - i. Better integrating existing material from people who participated in the previous AiA program or those who have published since the launch of the AiA Roadshow (examples and better foster potential/possible collaborations)
- V. Other business
- a. Dates for the rest of the meetings for 2019-20 year are listed below; Zoom links forthcoming
 - b. Don't forget to fill out the volunteer form if you are interested in re-upping or joining another committee – February 14, 2020

VI. Adjourn

Future VAL Committee meetings:

- February 21, 2020, 1:00-2:00pm CST (60 minutes)
Zoom Meeting URL: <https://ala-events.zoom.us/j/389828157>
- March 20, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- April 10, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- May 15, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- June 27, 2020, 8:30-10:00am CDT (60 minutes)
ALA Annual meeting

Other Documents:

- VAL Projects & Subcommittees Membership and Reporting 2019-2020
<https://docs.google.com/spreadsheets/d/19P7S42K07xz5htpkRBsM7vqI84iQOiFuHEYj0KxbFTM/edit#gid=0>

ACRL/ALA/ARL IPEDS Advisory Task Force

Kick Off Meeting Monday, March 9, 2020

8:00 - 9:00 AM PT / 9:00 – 10 AM MT / 10:00 – 11:00 CT / 11:00 – 12:00 ET

Robert E. Dugan, Co-Chair

Erik Mitchell, Co-Chair

Dugan's notes

Agenda and Notes

Topic #1: Introductions, History and Background, Current Focus

- **Round Robin:** Share names and institutional/organizational affiliations
 - The group convened at 2 minutes past the hour based upon time zones.
 - All members were present and introduced themselves.
- **Structure of Task Force:**
 - Steering Committee:
 - Co-Chairs: Bob Dugan and Erik Mitchell
 - IPEDS Liaison: Chris Cody
 - Staff Liaisons: Mary Jane Petrowski (ACRL), Kevin Borden (ARL)
- **History and Context of the Task Force:**
 - Welcome to TF4! (Co-Chairs)
 - History and Lessons Learned from TF3 (Chris, Dugan, Mary Jane)
 - Chris, Dugan and Mary Jane talked about the input the TF has provided to IPEDS over the past few years. A specific example provided was the change of reporting volumes to reporting titles.
 - Mary Jane asked about the staff information to be included in the Academic Libraries component, specifically about the Standard Occupational Classification (SOCs). Chris Cody replied that the plan to remove the SOCs for the Human Resources component. The library staffing information will be based upon FTE.
 - Overview of IPEDS 3-year cycles (Chris)
 - Chris provided an overview of the 3-year cycle. OMB requires new clearances every three years. The last clearance was in 2019. The changes to the 2019-2020 survey form were minor. The 2020-2021 survey form will include e-serials and staff. IPEDS will prepare for the necessary OMB clearances for the 2021-2022 survey form which may include shared collections. To be on time, we need to have the shared collections ready for the survey form by the end of this year.
 - Where are we at in the 3-year cycle? (Chris & Dugan)
 - Mary Jane asked about IPEDS' funding status. Chris replied that IPEDS was funded through October 2020. And, that the surveys are required by law.

- **Function of the Task Force (Chris & Dugan):**
 - Serve as subject matter experts for IPEDS
 - Provide feedback on survey, FAQs, and definitions
 - Engage library community and synthesize their input and feedback for IPEDS
 - Dugan, Mary Jane and Chris talked about these three areas. We look at survey content first, then instructions, and then the FAQs. The intent is to include needed questions to collect library-desired data (e.g., e-serials inputs and outputs and staffing FTE), and clarifying instructions to inform the FAQ to reduce the number of questions handled by the Help Desk as well as to keep the burden of responding to the survey form to minimum.
- **Current Focus:** Shared collections

Output(s): None

Outcome(s): Enhanced cohesion among the group

Topic #2: Priorities & Work Plan

- Our Priorities are:
 1. Make recommendations regarding which COUNTER5 reports to reference in the instructions for the Academic Libraries survey
 2. Create shared collections definitions and FAQ by harmonizing summaries of current questions from Chris, questions from ACRL, and questions from ARL
 3. Update FAQs for the staffing section by addressing feedback from completed surveys submitted in 2020-21.

This was briefly reinforced as our work for the year.
- How we might wish to structure this work?
 - Discussion of how to approach each priority and what intermediate deadlines/milestones are needed (potential action: [Add milestones to timeline](#))
 - Proposal to use a sub-group approach; Discussion and potential sign up for the three priority foci
 - Communication/collaboration Plan:
 - Collaboration via Google Docs
 - Synchronous via zoom and monthly meetings?
 - Asynchronous work via email?
 - Both?
 - Something else?
 - Ken suggested that we spin off into groups, and then bring the work back to the full group for review and discussion. This was accepted by the Task Force members as the desired approach.
 - COUNTER 5: members are Ken Peterson, Mary Jane, Chris Cody and Bob Dugan. The target date is April 2020 so this group will work on this now.
 - Shared Collections: members are Peggy Seiden, Tabby Pursley, Jeff Kosokoff, Matthew , Kevin Borden and Erik Mitchell.
 - Staffing: members are Cindy Steinhoff, Jeff Kosokoff, Adrian Ho and Peggy Seiden. This group will push this down the timeline as this is not as time sensitive as COUNTER 5 nor likely as

complicated as shared collections.

- Each of the groups will self-determine how they communicate with each other, and leadership.
- With the work for this meeting completed, the group disassembled at 54 minutes past the hour based upon the time zone.

Output(s): Priority area subgroups solidified

Outcome(s): Clarity around scope of the priorities and how we will communicate to get the work done

Topic #3: Timeline and Deadlines

Priority Area	Deadline	Resources
<p>Make recommendations regarding which COUNTER5 reports to reference in the instructions for the Academic Libraries survey</p> <ul style="list-style-type: none"> Output(s): Finalize COUNTER5 recommendation by the end of April. Outcome(s): Reduce the number of questions to the help desk about COUNTER 4/5. 	April 2020	<ul style="list-style-type: none"> p. 19 of COUNTER's "Friendly Guide for Librarians" which contains a table that compares COUNTER 4 to COUNTER 5. Here's a more in depth resource: https://www.projectcounter.org/code-of-practice-five-sections/13-transitioning-previous-releases-new-reporting-services/#fourtofive A Youtube video from COUNTER: https://youtu.be/7xV3PTsJYJl.
<p>Create shared collections definitions and FAQ</p> <ul style="list-style-type: none"> Output(s): Finalize shared collections definition and FAQ by Dec 2020 Outcome(s): Reduce the number of questions to the help desk about how to report shared collections in the IPEDS AL component 	December 2020. Drop deadline is March 2021	Scoping document from TF3
<p>Create new FAQs for the staffing section by addressing feedback from completed surveys</p> <ul style="list-style-type: none"> Output(s): FAQ that harmonizes questions received so far Outcome(s): Proactively address questions about reporting staffing in the IPEDS AL component 	December 2020	Feedback from the current survey preview year provided by Chris

Update FAQs for the staffing section by addressing feedback from completed surveys <ul style="list-style-type: none">• Output(s): Updated FAQ that includes new questions	April 2021?	Feedback from the current survey preview year provided by Chris
<ul style="list-style-type: none">• Outcome(s): Reduce the number of questions to the help desk about how to report staffing data in the IPEDS AL component		

Next Steps

- Review [timeline](#)
- Schedule our next meeting

Output(s): Next meeting scheduled

Outcome(s): Clarity around next steps

ACRL Liaison Report: Modern Language Association (MLA)

I am currently the ACRL LES/ESS Liaison to the Modern Language Association. One of the main ways I connect with the Modern Language Association is to attend their annual convention, which I did from January 8th-13th, 2020 in Seattle, WA. While there, I attended a variety of presentations and programs, met fellow librarians and faculty members, and increased my knowledge of what scholars of literature and language are currently writing about and thinking about.

Though I attended some sessions based on personal interest and the research interests of my faculty and students at my home institution, I made a point to attend many sessions that I thought would be of interest to members of both ACRL sections, particularly topics related to digital humanities, scholarly communication, citations, and producing scholarly editions. Some highlights for me included the following panels:

- 44 Making and Using the MLA International Bibliography for the Twenty-First Century: Human Expertise, Digital Tools
- 342 Open Access and Scholarly Communication: Voices from the Global South
- 486 From Exclusion to Access: Disrupting the Academic Prestige Economy
- 594 Making, Preserving, and Curating Born-Digital Literature
- 613 Recovery from the Margins: An Electronic Roundtable
- 659 Comics and the Digital Humanities
- 773 The State of the Single-Author Study

It is always hard to summarize everything that happens at a large convention like MLA, but from what I saw major themes that seemed to appear in more than one presentation this year included public humanities, advocating for the humanities, the #metoo movement, and prison literature.

A highlight for me this year was a session sponsored by the Advisory Committee on the MLA International Bibliography called "[What is Humanities Research Now](#)" (308). It focused on a study cosponsored by the MLA and Ithaka S+R. Different librarians reported on the findings from their institutions, with a focus on different topics, such as digital humanities, public humanities, research and instruction, scholarly communication and copyright, interdisciplinary nature of literary scholarship, and special collections. It was a well-attended session with some great questions, especially a great conversation about how to define what public humanities is. Some of the [individual reports](#) are now online, and I think members of LES and ESS will be very interested in reading more.

This year was my first year on the **Advisory Committee on the MLA International Bibliography**. Our committee met during the convention. It was a great opportunity to meet other librarians and faculty members on the committee. We discussed next year's MLAIB related programming for the convention. The topics will be about impact metrics in the Humanities and celebrating the MLAIB's centenary year with a panel celebrating the history and looking at the future. Paula Krebs, the MLA president, stopped by the advisory committee meeting to express MLA's desire to undertake an equity review of our taxonomy. She is seeking funding opportunities that would allow us to bring in someone experienced in that area to work with our Thesaurus editors in structuring and conducting the review. This seems like a potentially interesting project that many librarians would be very happy to see.

I will be sharing with both ACRL sections in articles in their upcoming newsletters what I did while at the MLA Convention, while also highlighting some of the major trends I saw. Though attending the MLA Convention is my main activity, I plan to keep in communication with both MLA and the ACRL sections through list-servs and other electronic platforms.

This page included to accommodate double-sided printing.

To: ALA Executive Board

From: ALA Executive Director Tracie D. Hall

Date: March 26, 2020

Re: Spring Executive Board Meeting Agenda

As the Executive Board has previously decided, in light of COVID-19 travel and public assembly restrictions, we will be meeting via the Zoom online platform rather than face-to-face. In looking at the overall changes to the schedule, we would like to schedule the Board meeting for Friday, April 3, and Saturday, April 4 – leaving Sunday free of meeting obligations. At this meeting, the Executive Board will be asked to accept the Preliminary FY2021 Budget and to refer it to BARC for additional review, with a request that BARC return to the Board with recommendation(s) at its June meeting.

BARC is currently scheduled to meet immediately following the Board meeting on April 6-7, 2020. F&A will meet as originally scheduled prior to the ALA Executive Board meeting. That agenda will be shared by ALA Treasurer Maggie Farrell.

Join Zoom Meeting

<https://ala-events.zoom.us/j/816131056>

Meeting ID: 816 131 056

One tap mobile

+13126266799,,816131056# US (Chicago)

+19294362866,,816131056# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 929 436 2866 US (New York)

+1 253 215 8782 US

+1 301 715 8592 US

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 816 131 056

Find your local number: <https://ala-events.zoom.us/j/816131056>

**A note for incoming Board members: The ALA Executive Board typically receives a recommendation from BARC at Annual Conference. There may also be some changes in the proposed budget by the Annual Conference meeting. The Board generally gives preliminary approval. Final approval comes at the Board's Fall meeting – which falls after the beginning of the new fiscal year in September.*

ALA EXECUTIVE BOARD: FY2020 SPRING MEETING – April 3-4, 2020

Friday – Meeting Segment 1: 10:00am EST/9:00am CST/8:00 MST/7:00am PST

1. Call to Order/Minutes/Consent Agenda – ALA President Wanda K. Brown (15 mins)
 - a. Consent Agenda Documents
 - i. Spring Agenda Approval *EBD #9.10.8*
 - ii. President's Report *EBD #7.4*
 - iii. President-elect's Report *EBD #7.5*
 - iv. Executive Director Report *EBD #12.41*
 - v. Midwinter Board Minutes *EBD #2.9*
 - vi. Vote Tally from Midwinter Meeting *EBD #1.3*
 - vii. Update on CORE: Leadership, Infrastructure, Future *EBD #12.43*
2. State of the Association – ALA ED Tracie D. Hall (15 mins)
3. Preliminary FY2021 Budget Proposal *EBD #3.33, EBD #3.33a* – Interim CFO Denise Moritz/Budget Director Brad Geene (1 hr.15 mins)
4. F&A Report – ALA Treasurer Maggie Farrell (30 mins)
5. Endowment Trustees Report *EBD #13.3* – Senior Trustee Pat Wand (30 mins)

Break – 15 mins

Closed Session

6. HR Report *CBD #26.0* – ALA ED Tracie D. Hall/AED HR-AOMR Lorelle Swader (1 hr)
7. Legal Update – Paula Goedert, Barnes & Thornburg (30 mins)

Friday – Meeting Segment 2 – 3:30pm EST/2:30pm CST/1:30pm MST/12:30 PST

1. ALA IT Update & Discussion *EBD #12.51, EBD#12.51a* – Interim CIO Jim Gibson/IT Director Sherri Vanyek (30 mins)
2. Communications & Marketing Discussion *EBD #12.47* – CMO Director Stephanie Hlywak (20 mins)
3. ALA Programmatic Priorities
 - Equity/Diversity/Inclusion Update & Discussion *EBD #12.48* – Interim ODLOS Director Kristin Lahurd (20 mins)
 - Intellectual Freedom Update & Discussion *CBD #29.0, EBD #12.50* – OIF Director Deborah Caldwell-Stone (20 mins)
 - Public Policy & Advocacy Update & Discussion *CBD #27.0, EBD #12.49* – AED PPA Kathi Kromer (30 mins)

Saturday – Meeting Segment 3 – 10:00am EST/9:00am CST/8:00am MST/7:00am PST

1. ALA Revenue Areas

- Publishing Update & Discussion *EBD #12.44* – AED Publishing Mary Mackay (30 mins)
- Conference Services Update & Discussion *EBD #12.45* – Conference Services Director Earla Jones (30 mins)
- ALA Membership Development/Retention *EBD #12.46* – Membership Services Director Melissa Walling (30 mins)
- Development *CBD #28.0, EBD #6.5* – ALA ED Tracie D. Hall/Development Staff – (30 mins)

Break – 15 mins

2. Organizational Effectiveness: SCOE & Next Steps

- SCOE Update & Discussion – SCOE Chair Lessa Pelayo-Lozada (20 mins)
- COA Update & Discussion *EBD #10.5* – COA Chair Loretta Parham (20 mins)
- COO & Const./Bylaws Update & Discussion – COO Chair Jim Neal and Const./Bylaws Chair Ben Hunter (20 mins)
- Next Steps – Lessa Pelayo-Lozada & ALA Executive Board (45 mins)

Break – 30 mins

3. Board Strategic Discussion: ALA Finances: Directions and Oversight (2 hrs)

This page included to accommodate double-sided printing.

**RBMS-ARLIS/NA-SAA Joint Task Force on Development of the
Art and Rare Materials BIBFRAME Ontology Extension (ARM)**

Interim Report

2020-03-03

Charge:

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 (ARM) established as part of the first phase of the Linked Data for Production (LD4P) project, 2016-2018.

Members:

Robin Desmeules, McGill University
Christine DeZelar-Tiedman, University of Minnesota
Marie-Chantal L'Écuyer-Coelho, Bibliothèque et Archives nationales du Québec (ARLIS lead)
Meredith Hale, University of Tennessee Knoxville
Regine Heberlein, Princeton University
Linda Isaac, Harvard University
Jason Kovari, Cornell University (ACRL-RBMS lead)
Jonathan Lill, Museum of Modern Art
Mark Matienzo, Stanford University
Danijela Matkovic, Yale University
Jennifer Page, National Museum of Women in the Arts
Elizabeth Russey Roke, Emory University (SAA lead)
Timothy Thompson, Yale University
Ruth Kitchin Tillman, Pennsylvania State University
Melanie Wacker, Columbia University
Jessica Zieman, Library of Congress

Overview of work undertaken:

The ARM group began meeting April 2019 and has met for one-hour every-other week since that time. While progress has been relatively slow, the group has addressed a considerable amount of modeling, detailed below, and the leads anticipate that we will publish the next version of the ARM ontology for our respective standards groups to review during 2020.

Work conducted:

The following overview reflects a sampling of the work conducted by the task force; not all investigations, discussions or decisions are reflected below:

Use Cases review: To begin, the task force reviewed use cases developed by the previous working groups; these use cases were subsequently ranked for priority by

members of the three communities represented on the task force. The purpose of this exercise was tri-fold: 1. understand the context in which the previous group developed the existing ontology; 2. prioritize the group's work moving forward and; 3. document archival use cases. ACRL-RBMS and ARLIS/NA engaged in the previous development whereas SAA did not; to ensure that the modeling met the archival community's needs, SAA colleagues added use cases.

Landscape investigation(s): the group reviews complementary work from aligned communities whenever modeling work is undertaken. This includes but is not limited to review and discussion of PREMIS modeling as well as linked.art modeling. The group will continue to investigate additional modeling as warranted.

Activities & Contributions modeling: In the previous round of ARM development, the ACRL-RBMS and ARLIS/NA group decided to deviate from the bf:Contribution model and define the arm:Activity model for the association between agents and other types of resources; at that time, definitions and restrictions on bf:Contribution limited its reuse in certain contexts important to special collections description. Since that time, the BIBFRAME modeling has changed as has the group's viewpoint on deviation in a core area of description. As such, the group assessed the two models and determined that the arm:Activity model will be deprecated. This decision had significant follow-thru across many of the ARM models, as mentioned below, and signifies better alignment of the BIBFRAME and ARM models, which will simplify implementations.

Agent Roles review: As follow-thru of the decision to use the bf:Contribution, the ARM group began to identify and document which roles are reusable from Library of Congress' list of relator terms and other vocabularies, such as RBMS Relationship Designators and the Art & Architecture Thesaurus; these were cross-referenced against the arm:Activities subclasses created as part of the previous ARM development to identify coverage for existing modeling. The group had extensive discussions around vocabulary selection alongside vocabulary term typing and concluded that this is an implementation decision. A standing subgroup for vocabulary terms was established.

Measurements modeling: Following review, the measurements model created during the previous development round was generally perceived well. That said, a number of changes were determined necessary, including using arm:physicalPresentation to address the concept of, for instance, "folded/unfolded" or "rolled/unrolled"; in the previous modeling, bf:arrangement/bf:Arrangement was employed for this concept. arm:physicalPresentation was decided after an exhaustive analysis of potential terms for reuse. Further, the group addressed the question of measurement ranges, which will be addressed in soon-to-be-written implementation recommendations.

Custodial History modeling: The group reviewed the ARM Custodial History model with a number of questions, including but not limited to: 1. Should another model, such

as linked.art, be reused rather than propagating an ARM-specific model? 2. Is a Custodial History class required or are a series of CustodialEvents sufficient? 3. How can this model better related to other models in ARM, such as the Physical Condition and Conservation Activities modeling? To assess these questions, a member from each of the representative groups modeled examples of custodial histories. The group determined a need for an ARM-specific Custodial History model, with updates to reflect the move from arm:Activity to bf:Contribution. Further, this discussion yielded the generic events modeling discussed below.

Events modeling: Through discussion of the Custodial History model, Physical Condition/Conservation model and Exhibitions model, the group considered whether a generic events model would better serve a ARM implementations. As of 3/2, the group has made considerable progress to defining a generic Events model but has not finalized a decision as to whether this approach will be approved; a decision is anticipated at our 3/9 meeting.

Exhibitions model: While all of the terms in this model have not been assessed at-present, the model has come under relatively-extensive review to align with decisions regarding Activity/Contribution as well as discussions around Events modeling.

Physical Condition / Conservation model: While all of the terms in this model have not been assessed at-present, the model has come under relatively-extensive review to align with decisions regarding Activity/Contribution as well as discussions around Events modeling.

Planned work:

"Core" Ontology review: Beginning March 2020, the group will review terms defined in the ARM Core ontology. This represents the models for which there were not a sufficient number of terms to justify a separate OWL file. Side note: the group has discussed eliminating the separation of ARM into multiple files; a decision regarding this organization will be made prior to submitting work to our respective groups.

Implementation / Usage Recommendations: The task force recognizes that ontologies can be difficult to assess without context and understanding of how the developers envision implementation; this is particularly complicated when the modeling uses terms from a number of ontologies. To accompany the ontology, the development team plans to write a brief implementation/usage recommendation document. Note: this is not intended as a content standard or cataloging guideline.

Outreach:

Work of this group was presented at the 3rd Annual BIBFRAME workshop in Europe (Stockholm, Sweden), September 2019

A lightning talk has been accepted for the LD4 Conference (College Station, TX), May 2020



BUDGET ANALYSIS & REVIEW COMMITTEE (BARC)

2020 Spring Meeting Agenda

April 6 & 7, 2020

Virtual Zoom Meeting

All times are CDT

Monday, April 6

10:30 – 10:40 AM	Welcome	
10:40 – 11:10 AM	ALA-APA Committee Meeting See ALA-APA Agenda (pg. 4)	L. Swader/ D. Moritz
11:10 – 11:30 AM	Agenda Review and Approval of 2020 Midwinter BARC/F&A Joint Meeting Minutes BARC #3.35	P. Hepburn
ACTION ITEM –		
Information Reports <i>Information Reports are provided for your background reading and committee members are encouraged to review the reports prior to the meeting and raise any clarifying questions during the meeting.</i>		
<ul style="list-style-type: none">♦ Publishing Report BARC #12.44♦ Conference Services Report BARC #12.45♦ Membership Office Report BARC #12.46♦ Grants and Awards Report BARC #3.26♦ Executive Director Report BARC #12.41♦ Endowment Trustees Report EBD #13.3		
11:30 – 11:50 AM	Membership Update – Dues Adjustment BARC #3.27 ACTION ITEM –	M. Walling
11:50 AM – 12:20 PM	Break	
12:20 – 12:50 PM	Accounting Outsourcing Report BARC #3.28	D. Moritz/ J. Lee



BUDGET ANALYSIS & REVIEW COMMITTEE (BARC)

2020 Spring Meeting Agenda (cont'd)

Monday, April 6

12:50 – 1:20 PM	FY 2020 YTD January Financial Results Executive Summary <i>BARC #3.31</i> FY 2020 YTD January Financial Department Commentary <i>BARC #3.31A</i>	D. Moritz
1:20 – 1:35 PM	Status Update re: ALA Five-Year Plan <i>BARC #3.32</i>	D. Moritz
1:35 – 2:05 PM	Break	
2:05 – 2:35 PM	ALA HQ Move Update	M. Ghikas/ D. Moritz
2:35 – 3:10 PM	FY 2020 Progress-to-Date and FY 2021 Investment Plan and BARC Metrics ROI Update ♦ Public Policy and Advocacy Report (15min) <i>BARC #12.49a</i> ♦ Information Technology Report (15min) <i>BARC #12.51a</i> ♦ Development Office (15min) <i>BARC #6.5a</i>	A. Inouye J. Gibson A. Manly/ T. Hall
3:10 PM	Adjourn BARC Committee Meeting	



BUDGET ANALYSIS & REVIEW COMMITTEE (BARC)

2020 Spring Meeting Agenda

April 6 & 7, 2020

Virtual Zoom Meeting

All times are CDT

Tuesday, April 7

10:30 – 10:40 AM	Welcome	
10:40 – 11:10 AM	FY 2021 Preliminary Budget and Annual Estimate of Income <i>BARC #3.33</i>	D. Moritz/ B. Geene
11:10 – 11:40 AM	Liquidity – Operational Update <i>BARC #3.30</i>	D. Moritz
11:40 – 11:55 AM	Midwinter and Annual 2020 Fiscal Update <i>BARC #12.45</i>	E. Jones
11:55 AM – 12:25 PM	<i>Break</i>	
12:25 – 12:40 PM	F&A Recap from April 1st – 2nd Meeting	M. Farrell
12:40 – 1:10 PM	BARC Chair Committee Goals	P. Hepburn
1:10 – 1:25 PM	Discussion on Midwinter Meeting Effectiveness	P. Hepburn
1:25 – 1:55 PM	<i>Break</i>	
1:55 – 2:55 PM	BARC Liaisons Discussion	P. Hepburn
2:55 – 3:10 PM	Preparation for PBA/BARC/Division Leadership Meeting	P. Hepburn
3:10 – 3:25 PM	Annual Conference – Meeting Reminder:	P. Hepburn
	♦ June 26, 2020 – BARC/F&A Joint Meeting, 12:15-3:30 PM	
3:25 PM	Adjourn BARC Committee Meeting	



ALA-APA BUDGET ANALYSIS AND REVIEW COMMITTEE (ALA-APA BARC)

2020 Spring Meeting Agenda

**April 6, 2020
Virtual Zoom Meeting
All times are CDT**

Monday, April 6

10:40 – 10:45 AM	Welcome	
10:45 – 10:50 AM	Agenda Review	P. Hepburn
10:50 – 10:55 AM	Associate Executive Director's Report APABD #	L. Swader
10:55 – 11:00 AM	FY 2020 YTD January Financial Results APABD #	L. Swader/ D. Moritz
11:00 – 11:10 AM	FY 2020 Preliminary Budget Review APABD #	L. Swader/ D. Moritz

ACTION ITEM –