

Association of College and Research Libraries

Virtual Spring Board Meeting

[Zoom](#)

Thursday, April 25, 2019

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 (Pressley)
1:01–1:04 p.m.	2.0 Opening remarks (Pressley)
1:04–1:05 p.m.	3.0 Adoption of the Agenda (Pressley)
Action	
1:05–1:15 p.m.	4.0 Reports
Information	
	4.1 President's Report (Pressley) #1.1
	4.2 Vice-President's Report (Munro) #1.2
	4.3 Past-President's Report (Middleton) #1.3
	4.4 Councilor's Report (LaFleur) #1.4
	4.5 Executive Director's Plan for Excellence Activities Report. (Davis) #1.5, #1.6
1:15–1:16 p.m.	5.0 Consent Agenda (Pressley)
Action	[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.]

Time	Item (Document number follows topic description)
	The following items are placed on the consent agenda:
	Approval:
	5.1 Equity, Diversity and Inclusion Committee Charge #2.0
	5.2 Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries #2.1, #2.1a, #2.1b
	5.3 Extend ACRL/ALA/ARL IPEDS Task Force #2.3
	5.4 ACRL Policy Statement on Open Access to Scholarship by Academic Librarians (tentative) #2.2, #2.2a, #2.2b
1:16–1:45 p.m.	6.0 Equity, Diversity, and Inclusion
Information/Discussion	6.1 Appointments Board Working Group (Daly/Munro) #3.0, #3.1, #3.2, #3.3 The working group will report out on their work to make the appointments process more inclusive and transparent.
Information/Discussion	6.2 EDI Data Board Working Group (LaFleur) #15.0 The group will share the data elements already available, ideas for possible data elements to collect.
1:45–2:00 p.m.	7.0 Budget & Finance (Allen)
Information/Discussion	7.1 FY19 2nd Quarter Report #6.0, #6.1, #7.0 The Board will have an opportunity to ask questions about the FY19 2 nd quarter report.
Discussion	7.2 Value of Academic Libraries Travel Grants #17.0 The Board will discuss proposed changes to the Value of Academic Libraries' travel grants program.
Action	7.3 FY20 Dues Increase (Petrowski) #8.0 The Board will take action on a proposed dues increase for personal and retired members.
2:00–2:15 p.m.	8.0 Feedback for division reps to ALA Executive Director search (Jim Neal and Steven Yates) #5.0, #19.0
Discussion	The Board will discuss with ALA Executive Director Search Committee Divisions Representative, Jim Neal, qualities the ACRL Board would like to see in a new ALA ED.

Time	Item (Document number follows topic description)
2:15–2:25 p.m. Information/Discussion	9.0 Update on work of SCOE (Daly/Davis) #13.0, #18.0, #19.0 The Board will hear about the latest work and next steps of ALA's Steering Committee on Organizational Effectiveness. The Board will also hear about financial modeling that will take place this summer to see effects of a possible new membership/governance model as well as possible plans to renegotiate the Operating Agreement between ALA and its Divisions.
2:25–2:40 p.m.	Break
2:40–3:00 p.m. Discussion	10.0 ACRL Board Participation at ALA Conferences (Davidson) #9.0, #16.0, #23.0, #24.0 The Board will review possible options for how they might work face to face and/or virtually, whether the Board would participate at MW2020, and if not, which if any Board members would attend Midwinter.
3:00–3:10 p.m. Information	11.0 ACRL 2019 Conference Debrief (Davis) #22.0 Staff will review early evaluation results, financial expectations, scholarship campaign, and Board members will share perceptions of the conference.
3:10–3:25 p.m. Discussion	12.0 Annual Report, Work Plan, and Planning Grid Template (Munro) #14.0, #14.1, #20.0, #20.1, #21.0 The Board will review committee feedback on the template for the annual work plan, report, and planning grid and advise staff on updating forms.
3:25–3:30 p.m. Discussion	13.0 ACRL Leadership Council (Pressley) #10.0, #10.1, #10.2, #10.3 The Board will review the plans made thus far for the combined Membership Meeting and Leadership Council at the ALA AC 2019 in Washington, D.C.
3:30–3:40 p.m. Information/Discussion	14.0 Representative Reports (Middleton) #4.0 The Board will receive a summary of highlights and implications for ACRL from Midwinter Representatives Assembly reports.

Time	Item (Document number follows topic description)
3:40–3:55 p.m. Discussion	15.0 ACRL Strategic Planning Session (Munro) #11.0, #12.0 VP Munro will lead the Board in a conversation about what work they'd like to do during the Fall SPOS session, Oct. 23–25, 2019. Topics selected will inform selection of facilitator and appropriate participants.
3:55–4:00 p.m. Discussion	16.0 New Business (Pressley) <ul style="list-style-type: none"> • Reminder for inaugural brunch at AC19 • Other new business?
4:00 p.m. Action	17.0 Adjournment (Pressley)

Dates to Save

- ALA Annual Conference 2019, Washington, DC: June 20–25, 2019
 - Strategic Planning & Orientation Session (SPOS), Chicago, IL: October 23–25, 2019
 - Fall Executive Meeting 2019*, location & date TBD
 - ALA Midwinter Meeting 2020, Philadelphia, PA: January 24-28, 2020
 - Spring Executive Meeting 2020*, location & date TBD
 - ALA Annual Conference, Chicago, IL: June 25-30, 2020
- *(Only Executive Committee members attend, but the full Board will be sent meeting documents, and asked for comments.)

Board Ground Rules

Approved Fall Board Meeting, November 16, 2018

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
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8. Have fun!

Make knowledge-based decisions using these four questions:

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

Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

This document addresses ACRL Board members' use of their personal social media accounts in sharing information from Board work.

1. Purpose

Social media offers an opportunity for the ACRL Board to increase two-way communication with members. As such, we recognize the importance of social media not only for sharing information and updates, but in contributing towards greater transparency and member engagement.

2. Guidelines

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

- a. use their personal social media accounts to share Board information;
- b. share information/discussions and distinguish/label personal opinions clearly as their own;
- c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
- d. Once vote is taken, support decision in line with Board responsibilities;
- e. report on action items;
- f. leverage social media to gather feedback from members.

3. Responsibilities

Board members who choose to share Board information on social media are responsible for following member responses and closing the feedback loop, as follows:

- a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.
- b. Board members initiating discussion on social media should summarize and report member responses back to the Board promptly.

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

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ACRL Board of Directors Spring Meeting – April 25, 2019

Blue = New Documents

Black = Included in packet

Doc #	Document Description
Doc 1.1	ACRL President's Report
Doc 1.2	ACRL Vice-President's Report
Doc 1.3	ACRL Past President's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board action form: Equity, Diversity and Inclusion Committee Charge
Doc 2.1	Board action form Guidelines for Standardized Holding Counts
Doc 2.1a	Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries
Doc 2.1b	Transmittal Form - Guidelines for Standardized Holding Counts
Doc 2.2	Board action form: ACRL Policy Statement on Open Access to Scholarship by Academic Librarian
Doc 2.2a	ACRL Policy Statement on Open Access to Scholarship by Academic Librarian
Doc 2.2b	Transmittal Form - ACRL Policy Statement on Open Access to Scholarship by Academic Librarian
Doc 2.3	Request to extend the ACRL/ALA/ARL IPEDS Task Force
Doc 3.0	Board discussion form: Appointments Board Working Group
Doc 3.1	Draft appointments guidelines
Doc 3.2	Optional demographics questions
Doc 3.3	Draft get involved letter
Doc 4.0	Representatives Assembly Reports Midwinter 2019 3/26 AP sent to Cheryl
Doc 5.0	ALA Executive Director Search Position Description
Doc 6.0	FY19 Second Quarter Report Cover Memo
Doc 6.1	FY19 Second Quarter Report
Doc 7.0	Dashboard Metrics
Doc 8.0	Board action form: FY20 Proposed Dues Recommendation
Doc 9.0	ALA Conference Participation Options
Doc 10.0	Annual 2018 Leadership Council & Membership Meeting Agenda
Doc 10.1	Midwinter 2019 Leadership Council Agenda
Doc 10.2	Midwinter 2019 Leadership Council Evaluation Feedback
Doc 10.3	Annual 2019 Leadership Council & Membership Meeting Agenda
Doc 11.0	2018 Strategic Planning Session (SPOS) Agenda
Doc 12.0	2017 Strategic Planning Session (SPOS) Agenda
Doc 13.0	ALA Operating Agreement
Doc 14.0	Committee feedback on report, work plan, planning grid templates

Doc #	Document Description
Doc 14.1	Template feedback from ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
Doc 15.0	ACRL EDI Data Collections Working Group Report
Doc 16.0	MW21 Concept Vision and Marketing Plan
Doc 17.0	Board Discussion Form: VAL Travel Scholarships Scope
Doc 18.0	SCOE update - ALA Connect space and upcoming webinars
Doc 19.0	ALA Streams of Change
Doc 20.0	ACRL Report & Work Plan Template
Doc 20.1	Revised ACRL Report & Work Plan Template
Doc 21.0	ACRL Multi-year Planning Grid Template
Doc 22.0	ACRL 2019 Conference Evaluation Draft Executive Summary
Doc 23.0	ALA Council Schedule: 2019–2024
Doc 24.0	ACRL Members at ALA Conferences: 2009–2019

FYI #	Document Description
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	Committee Meeting Minutes Midwinter 2019 revised
FYI-4	ACRL Liaison Reports

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ACRL Officer Report

Position: President

Name: Lauren Pressley

Report period: January 2019 – April 2019

Date submitted: April 22, 2019

Strategic priority activities

- Worked closely with the President's Program Committee
 - Posting series of blog posts to affirm our core commitment to equity, diversity, and inclusion:
<https://acrl.libguides.com/c.php?g=899144&p=6468942>
 - ALA Annual
Saturday, June 22, 2019, 10:30-12:00pm
"Equity, Diversity, Inclusion...and Leadership: Where Do We Go From Here?" with Dr. Angela Spranger
- Facilitating the Spring Virtual Board Meeting on April 25, 2019
- Member of ACRL Board Working Group on Committee Appointments
- Contributed to and reviewed board statements and taskforce documents, including "ACRL Board Statement Against Racism, Harassment, and Discrimination in the Profession" <https://www.acrl.ala.org/acrlinsider/archives/17145>

Ambassador activities

- Wrote thank you notes to donors
- Presented ACRL Excellence Award to College of Western Idaho
- Presented ACRL Excellence Award to Case Western Reserve University
- Represented the Association at ACRL 2019 in Cleveland
 - Presented Academic Librarian of the Year award to Kaetrena Davis Kendrick
 - Spoke on ACRL 101 panel about getting involved with ACRL
 - Thanked donors and presented ACRL Circle of Distinction and Legacy Society pins at Friends Reception
 - Welcomed students to the Student Happy Hour
 - Attended Scholarship Breakfast, International Welcome Coffee, Spectrum and Diversity Alliance Coffee Break, and Library Colleagues Open House
- Recorded a video interview for member recruitment and promotion

Association service

- Participated in Presidents' and ED phone calls
- Appointed committee members as vacancies arose

- Contributed to agenda planning for Spring Virtual Board Meeting

Press coverage

- McKenzie, L. (March 27, 2019) “The Beginning of the End for the ‘Big Deal?’” *Inside Higher Ed*. <https://www.insidehighered.com/news/2019/03/27/librarians-prepare-take-harder-line-publishers>
-

Upcoming scheduled activities

- Spring Virtual Board Meeting: April 25, 2019
- Association of Research Libraries, Minneapolis, MN: May 7-9, 2019
- Kansas chapter visit: May 21, 2019
- ALA Annual Conference, Washington DC: June 20-25-2019

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ACRL Officer Report

Position: Vice president / President-elect

Name: Karen Munro

Report period: Jan– Apr 2019

Date submitted: Apr 15 2018

Strategic priority activities

- Met with members of the 2020 ACRL President's Program at ACRL conference. Theme will be EDI-related, building on the 2019 program to create continuity.
- Worked with the Appointments Working Group to create more inclusive and transparent appointment materials and processes.
- Drafting incoming president's statement for June 2019 issue of C&RL News.

Ambassador activities

- Recorded a video interview for member recruitment and promotion at ACRL conference.
- Participated in ACRL conference ambassador events such as student happy hour, Chair's reception, and donor appreciation event.

Association service

- Recorded two ACRL Leaders Orientation sessions.
- Participated in weekly Presidents' and ED meetings.
- Completed appointments to division-level committees, editorial boards, and other positions.

Upcoming scheduled activities

- ACRL Spring Board meeting, April 25 11 am – 2 pm PDT, virtual
- Virtual Leader orientations May 21 & May 22
- ALA annual conference, June 20-25, Washington DC

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ACRL Officer Report

Position: Past-President

Name: Cheryl Middleton

Report period: January - March 2019

Date submitted: April 12, 2019

Strategic priority activities

- Member of the ACRL Board EDI Data Collection Working Group

Ambassador activities

- Kept-up with the ACRL groups that I am a liaison for and communicated pertaining information to and from the board.
- Attended ACRL 2019 in Cleveland, OH and participated in a number of membership receptions and events on behalf of the ACRL Board.

Association service

- Participated in Presidents' phone calls and collaborated with ACRL current and incoming president's and ACRL executive director to develop information pertaining to ACRL 2019 conference for the membership. Develop meeting agendas for upcoming, virtual spring board of directors meeting and for the upcoming ACRL leadership meeting at ALA Annual.
- Provided input on behalf of ACRL on the draft NWUCC Accreditation Standards.
- Thanked ACRL donors via phone calls and e-mail
- Attended Board meetings and Leadership Council during ALA Midwinter

Upcoming scheduled activities

- ACRL Virtual Spring Board Meeting, April 26, 2019
- ALA Annual, Washington, D.C., June 20-25, 2019

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ACRL Officer Report

Position: ACRL Division Councilor

Name: LeRoy LaFleur

Report period: January 2019-April 2019

Date submitted: 4/14/2019

Strategic priority activities

- Participated in ACRL Midwinter Board Meetings, January 2019
- Participated in virtual discussions and voting activities
- Served on working group for strategic review of ACRL's Equity, Diversity, and Inclusion efforts
- Convened discussion on available EDI data for ALA/ACRL
- Continued work on online EDI course modules by DeEtta Jones & Associates.

Ambassador activities

- As Board Liaison to ACRL Government Relations and Professional Values Committees, monitored and contributed to list-serve discussions.
- Attended Government Relations Committee virtual meeting (1/17/19)

Association service

- Monitored and participated in ALA Council listserv discussions as appropriate and necessary.
- Shared select ALA Council discussions with ACRL Board and ACRL Leaders as appropriate
- Participated in ALA SCOE sessions at ALA Midwinter 2019
- Met with other ALA Division Councilors during ALA Midwinter 2019
- Served as a panelist for a webinar on ALA Council participation, discussing the role of the ACRL Division Councilor (3/26/19)
- Made follow-up phone calls to donors thanking them for their contributions to ACRL

Upcoming scheduled activities

- ACRL Conference, Cleveland, OH, April 10-13, 2019
- American Library Association, Annual Conference, Washington, DC, June 20-25, 2019

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Plan for Excellence Quarterly Activity Report (PEAR) Report Period: January 12, 2019–April 5, 2019

This is the second-quarter report of a cumulative report for FY2019. Data format:

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

Strategic Goal Areas

Value of Academic Libraries

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.

- VAL is putting together a special issue of *C&RL* on Academic Library Impact. The CFP was announced on March 14, 2019. Recipients of the Academic Library Impact Research Grants will be encouraged to submit, but the call is open to anyone doing research in that area. The special issue editors will be Jill Becker (current vice-chair of VAL) and Sara Goek.
- *ACRL is offering a second round of Academic Library Impact Research Grants to support new research, particularly in the six priority areas suggested by the Academic Library Impact report. In this round of grants, the committee would particularly welcome proposals related to issues of equity, diversity, and inclusion. The grants are for up to \$3,000 for research, with successful recipients eligible to apply for up to \$1,500 in additional funding for dissemination of their findings. Applications are due April 25, 2019.*
- *Recipients of the first round of the Academic Library Impact research grants will all participate in a special session scheduled at the ACRL2019 conference to showcase their work.*

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

- The Project Outcome for Academic Libraries site is now live (visit: <http://acrl.projectoutcome.org>) and open for users to sign up as of March 19. Until the official launch on April 10, users will have access only to the resources, and upon the launch the full toolkit (survey management, data dashboards, and report creator) will be available.
- ACRL is offering a second round of VAL Travel Scholarships which support practicing librarians and information professionals presenting their work at higher education conferences or disciplinary conferences where they will reach audiences outside the library field. Each scholarship is worth up to

\$2,000 and covers transportation, accommodation, and conference registration fees. Applications for the current round of scholarships were due February 15, 2019, and in early April the selection committee announced three proposals were accepted:

- Janet Clarke (Stony Brook University) and Raymond Pun (Alder Graduate School of Education) for a presentation titled “The Impact of APA Librarians on Student Success, Faculty Productivity, and Building Community” at Asian Pacific Americans in Higher Education National Conference.
- Heather Howard (Purdue University) for a presentation titled “Student Information Use and Decision-Making in Innovation Competitions” at the European Academy of Management Annual Conference.
- Jennifer Wilhelm (Texas A&M University) for a presentation titled “Invest in Your Library: Why Your Institution’s Librarians Are a Valuable Asset in a Collaboration Portfolio” at the National Association of Student Personnel Administrators Student Financial Wellness Conference.
- *At the ALA Midwinter Meeting in Seattle, member leaders will focus the VAL update session on the Value of Academic Libraries Travel Scholarships and Academic Library Impact Research Grants.*
- *Progress continues on ACRL’s Project Outcome for Academic Libraries, developed in partnership with PLA. The field-testing process for the new surveys wrapped up at the end of October. Staff and member leaders delivered the presentation “Outcome Measurement in Academic Libraries: Adapting the Project Outcome Model” at the Library Assessment Conference, Huston, TX, Dec. 6, 2018. ACRL’s task force met on Dec. 10 to decide on the final survey topics and text, taking into account the results and feedback from the field-testing process. The seven surveys in the final toolkit will be: Instruction, Events / Programs, Research, Teaching Support, Digital & Special Collections, Space, and Library Technology. The toolkit will allow users to: add up to three custom questions per survey; get real-time results; use the data dashboards to explore results; create custom reports to use for advocacy; and explore resources and a community to learn more about effectively measuring outcomes. In a Dec. 19 blog post, staff shared an update on Project Outcome along with presentation and a preprint of the LAC paper. The Project Outcome for Academic Libraries toolkit is scheduled to officially launch at the ACRL 2019 conference. Staff and task force members will lead a series of five, one-hour workshops throughout the day on April 12, 2019 to introduce the new toolkit.*

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

- On February 27, 2019, ACRL announced the opportunity to bring an expert trainer to conferences or events to facilitate a free workshop on implementing outcome measurement using Project Outcome for Academic Libraries. Between April 2019 and summer 2020, ACRL is offering free Project Outcome for Academic Libraries workshops (1 hour or half-day) to ACRL chapters, consortia, or state/regional library association conferences. ACRL will schedule workshops on a first-come first-served basis dependent on presenter availability, and will cover costs for the presenter’s travel, lodging, and workshop materials.
- A free ACRL webinar was held Monday, February 4, 2019, to support librarians interested in conducting research on library contributions to student learning and success. During this live discussion, the chair

and vice-chair of the Value of Academic Libraries Committee and a co-author of the Academic Library Impact report shared strategies for effectively using the report in planning new research. They also briefly discussed ACRL's current round of Academic Library Impact Research Grants and how to apply (deadline April 25).

- *A free webinar, co-sponsored by ACRL and the National Institute for Learning Outcomes Assessment on November 14, was aimed specifically at soliciting input from assessment professionals in colleges and universities on ACRL Project Outcome for Academic Libraries as they refined and finalized language to be used in the final surveys included in the toolkit. In this session, Sara Goek and Emily Plagman, lead staff on the initiative, introduced POAL and how it can create opportunities for growth or change, explained the theory of change for learning outcomes in academic libraries, and shared initial results from field-testing of the new surveys.*
- *Member leaders delivered a ½ day workshop based on the Academic Library Impact report by member leaders Holly Mercer, Jill Becker and OCLC research lead author Lynn Silipigni Connaway at the Library Assessment Conference in Huston, TX, in early December.*
- *ACRL staff member Kara Malenfant spoke at the XVI International Conference on University Libraries about "Contribution of the library to success in the plans of the Institutions of Higher Education and Research" at the National Autonomous University of Mexico (UNAM) October 24-26, 2018, in México City.*

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

- *A working group of the VAL committee has begun discussion to plan activities that would further this objective.*

Student Learning

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

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

- ACRL offered three webcasts including, Imposter Syndrome in Instruction Librarians: Impact and Solutions (2/28/2019) and Training LIS Students and New Librarians for Careers in Instruction Two-Part Series (3/6/2019 and 3/13/2019).
- The "Perspectives on the Framework" column of C&RL News published one article, "The art of information literacy: new competencies for art, architecture, and design learners" by Linden How, Amanda Meeks, Shannon Marie Robinson, Alyssa Vincent (Mar. 2019).
- *The "Perspectives on the Framework" column of C&RL News published two articles including "Meet them in the proximal zone: Introducing framework concepts to 'novice learners' using reference sources" by Kristin E. C. Green (Nov. 2018), and "Defining and Teaching Information Literacy: Engaging Faculty and the Framework" by Elizabeth Dolinger (Jan. 2019).*
- The ACRL Framework Sandbox received 62,514 total page views from Sept. 1, 2018 – March 27, 2019.

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

- C&RL published seven articles in this area including: “Self-learning of Information Literacy Competencies in Higher Education: The Perspective of Social Sciences Students;” “The Academic Library’s Contribution to Student Success: Library Instruction and GPA;” “Faculty Perceptions of Plagiarism: Insight for Librarians’ Information Literacy Programs;” “Credit-Bearing Information Literacy Courses in Academic Libraries: Comparing Peers;” “Authentic Assessment of Student Learning in an Online Class: Implications for Embedded Practice;” “Library User Education as a Window to Understand Inquiry-Based Learning in the Context of Higher Education in Asia: A Comparative Study between Peking University and the University of Tsukuba;” “Instruction and Outreach for Transfer Students: A Colorado Case Study.”
- ACRL published Critical Approaches to Credit-Bearing Information Literacy Courses by Angela Pashia and Jessica Critten.
- Also published a review of *Disciplinary Applications of Information Literacy Threshold Concepts* by Samantha Godbey, Susan Beth Wainscott, and Xan Goodman, eds., for the Association of Research Libraries.
- ACRL published *Motivating Students on a Time Budget: Pedagogical Frames and Lesson Plans for In-Person and Online Information Literacy Instruction*.
- ACRL Student Learning and Information Literacy Committee is sponsoring “The Failure of Skepticism: Re-thinking Information Literacy and Political Polarization in a Post-Truth Era” to be held on Thursday Jan. 17, 2019 from 11-12pm (CST).

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

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

Research and Scholarly Environment

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

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

- ACRL and SPARC are planning their joint forum at ALA Annual Conference in June on the topic "Collective Reinvestment in Open Infrastructure." Libraries are increasingly considering scaling back their subscriptions or cancelling big deals altogether. Yet, the question of how and where to reinvest the resources that become available is both far from settled and increasingly pressing. As we start to move away from the subscription model, we should be intentional about crafting the vision for open research communication we strive to build and how we intend to build it.
- *ACRL and SPARC once again offer their popular forum at ALA Midwinter Meeting "Community Alignment & Equity for Emerging Scholarly Infrastructure," will be held Saturday, January 26th, 2019, 3:00-4:00p.m., at the Washington State Convention Center, Room 615-617. As we transition more fully into an open system for communicating the results of scholarship, the decisions that libraries make individually and collectively about what and whom to support—and under what terms—will determine whether we meaningfully address inequities created by legacy academic publishing systems or simply recreate them in new ways.*
- *Contributing authors to ACRL monographs continue to keep copyright of their work, can append a Creative Commons license of their choosing, and receive a copy of their final piece for deposit in their institutional repository.*
- *A list of open ACRL monographs can be found at <http://www.ala.org/acrl/publications/booksanddigitalresources/digital>.*
- *The Publications in Librarianship (PIL) monograph series has developed an open peer review process for their books which they intend to pilot with a manuscript in early calendar year 2020.*
- *College & Research Libraries continues to experiment with new models. The journal continues to explore ways to implement open models into the peer review process. The editorial board is also examining possible implementation of reviewer credits and a possible shift away from the traditional author designation to a contributor model, such as the [CASRAI taxonomy](#).*

Objective 2: Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.

- ACRL offered a free ACRL Presents webcast during Fair Use Week called "Digging for Gold with Bundles of Sticks: Copyright, Fair Use, and Text Data Mining," on Thursday, February 28, 2019.
- *On December 4, ACRL released a Primer for Protecting Sensitive Data in Academic Research, prepared by ReSEC. This is a freely available communication resource about providing protections for sensitive data that may be used or produced in the course of conducting academic research. It provides a quick grounding in the whats, whys, and hows of current regulations and practices for protecting sensitive data. Based on work created in the Netherlands for the General Data Protection Regulation in EU law, ReSEC brought it into the United States context.*
- *Applications were due Nov 16 to host the subsidized version of the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" in 2019. ReSEC members reviewed applications*

and selected the following institutions: Auraria Library (Denver, CO), Delaware Valley Chapter of ACRL (Philadelphia, PA), University of North Alabama (Florence, AL), University of Oregon (Eugene, OR), and Utah Academic Library Consortium (Provo, UT).

- *Leading up to Open Access Week (Oct 22-28, 2018) staff took a more holistic approach to promoting ACRL resources and used all ACRL's channels more assertively than in the past (blogging a month in advance "prepare for OA week with ACRL" then during the week Facebook, Twitter and Instagram every day for different resources). There was a noticeable uptick in engagement, see next 2 bullets.*
- *On Thursday, October 25, ACRL is hosted a free ACRL Presents webcast as part of Open Access Week 2018. "Open Data Repositories: Creating Equitable and Sustainable Data Access," was presented by Abigail Goben and Robert Sandusky, both associate professors at the University of Illinois at Chicago. 320 people registered and 117 attended the live event, which is a good deal higher attendance than a typical free ACRL Presents webcasts.*
- *ReSEC made updates to the Scholarly Communication Toolkit in advance of Open Access Week to provides context and resources on a broad range of scholarly communications topics and offers resources and tools for the practitioner. Toolkit usage was up significantly from a year ago— 33% increase in the weeks leading up (4,157 total views) and 79% increase during OA week itself (907 total views).*

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

- *Progress continues on ACRL's new research agenda for scholarly communications and the research environment, titled "Open and Equitable Scholarly Communications: Creating a More Inclusive Future." The lead authors submitted their final manuscript for review by ReSEC and copyediting, and it was returned to them with comments on April 1. The document will be released this summer as a free PDF download and for purchase in print. Conference presentations were proposed and accepted for: ACRL2019 conference, Cleveland, OH, April 13, 9:45 – 10:45 a.m.; Library Publishing Forum, Vancouver, BC, May 8-10, 2019; Electronic Publishing Conference, Marseille, France, June 2-4, 2019; ALA Annual Conference in Washington, DC, June 22, 2019, 9:00 - 10:00 a.m.; IFLA World Library and Information Congress, Athens Greece, August 24 - 30, 2019.*
- *ReSEC continued work to design a program to competitively award modest research grants of up to \$5,000 each (totaling no more than \$30,000 in FY 2020) to enable librarians to carry out new research in areas suggested by the forthcoming research agenda, and is incorporating lessons learned from VAL about their experience awarding similar grants. The full call for proposals will be issued in summer 2019, concurrent with the release of the research agenda.*
- *ACRL released a draft of the scholarly communications research agenda for public comment on December 11, 2018 (deadline Friday January 11, 2019). Rebecca Kennison and Nancy Maron -- selected by ACRL to design, develop, and deliver the new research agenda -- have been hard at work since March 2018 with guidance and input from ACRL's Research and Scholarly Environment Committee (ReSEC). ACRL expects to release the final document in spring 2019 as a free PDF download and for*

purchase in print. ACRL member leaders have begun submitting conference proposals to present on the research agenda.

- In early December, a group of ALA Emerging Leaders selected ACRL's proposed project to promote the adoption and use of this forthcoming research agenda. With guidance from ReSEC, this group will develop plans to complement ACRL marketing and promotion strategies through official outlets. This could include targeted use cases for how different constituencies could use the ACRL research grants to address the areas of focus.*
- ReSEC has begun initial conversations to design a program to competitively award modest research grants to enable librarians to carry out new research in areas suggested by the research agenda, consulting with VAL about their experience awarding similar grants.*
- On December 5, 2018, ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy in response to the NIH Request for Information on Proposed Provisions for a Draft Data Management and Sharing Policy for NIH Funded or Supported Research.*

New Roles and Changing Landscapes

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

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

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

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

- The OER constellation subgroup will release their call for curriculum designers/presenters for an OER and Affordability RoadShow in April. They expect to have the designers/presenters chosen in June and the RoadShow to launch in Spring 2020.*
- A subgroup of the committee is interviewing instructional designers who applied to create a self-guided, online course on leading change, set to be developed and launched by the end of fiscal year 2019.*

- *An OER constellation subgroup is planning to issue a call for curriculum designers/presenters this fiscal year for an OER RoadShow to launch in fiscal year 2020.*
- After an open and competitive call for curriculum designers, NRCL's change course subgroup interviewed and chose the team of Dani Brecher Cook, Cinthya Ippoliti, and Brianna Marshall to plan and develop an asynchronous online learning course on change management that includes self-guided, self-paced readings and activities, as well as activities and exercises to be completed as a team. "Leading Change" is scheduled to debut in early 2020 and will be freely available from the ACRL website.

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.*

Core Commitment to Equity, Diversity and Inclusion (EDI)

- ACRL staff arranged EDI sessions for ACRL institute and roadshow presenters and the general membership including:
 - Jody Gray, Director, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led "ACRL Presenter Training 3: Uncovering Privilege" at the ACRL 2019 Conference for ACRL RoadShow presenter teams, the ACRL Immersion team, and the members of ACRL's EDI and goal area committees.
 - Jody Gray, Director, and Kristin Lahurd, Assistant Director for Continuing Education, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led two webinar training sessions for RoadShow presenters and the ACRL Immersion team: "ACRL Presenter Training 1: Cultural Competence" and "ACRL Presenter Training 2: Implicit Bias."
 - ODLOS Director Jody Gray held two ally trainings, "Advocating for Social Justice: The Role of the Ally," which was made available for all registrants for the ACRL 2019 Conference.
- The ACRL Diversity Alliance held an ACRL 2019 Preconference, "Taking Charge of Your Narrative." The Preconference attendees heard from nationally recognized speakers on developing a leadership narrative. In addition, participants worked through a career planning tool to develop a road map.
- The ACRL 2019 Conference included its first land acknowledgment at its opening keynote and also provided a set of resources on the Conference website. <https://conference.acrl.org/land-acknowledgement-resources/>
- ACRL staff arranged for Anne Phibbs, a diversity consultant working with ALA to provide training at the Leadership Council on micro-aggressions, implicit bias, and how to be an ally.
- The process for appointments was made more inclusive and transparent. The Appointments Board Working Group made recommendations and updated materials to complete the following for the current cycle:
 - Appointments marketing was updated to include more welcoming language on the ACRL volunteer form, webpage, and social media.

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

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

Enabling programs and services activities

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

Advocacy

Advocating to accreditation agencies

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

Strengthening partnerships with other organizations

- *The ACRL Executive Director and President attended the Coalition for Networked Information (CNI) meeting in December.*
- *ACRL continues to provide financial support to the ALA Policy Corps for the second year, and ACRL is represented on the working group by Jonathan Miller of Williams College and ACRL staff member Kara Malenfant. In early November, ACRL promoted the opportunity to apply to participate as a member of the Policy Corps. The Executive Director participated in a curriculum planning session in early January to*

consider how new policy corps members and existing ones can best be supported/trained to do public outreach/advocacy.

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

Communication on major issues and trends in libraries and higher education

- *On April 4, 2019, ACRL joined 14 other higher education associations in endorsing the Affordable College Textbook Act, reintroduced by U.S. Senators Dick Durbin (D-IL), Angus King (I-ME), Tina Smith (D-MN), and Kyrsten Sinema (D-AZ), along with U.S. Representative Joe Neguse (D-CO-02). This bicameral legislation is designed to help students manage costs by making high quality textbooks easily accessible to students, professors, and the public for free.*
- *On March 4, 2019, ACRL joined a number of professional societies representing tens of thousands of faculty members and students from humanistic and social scientific disciplines in signing a letter expressing deep concern about Alaska Governor Mike Dunleavy's proposed funding cuts for higher education.*
- *As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:*
 - *On March 28, 2019, issued a statement congratulating Karyn Temple on her appointment to Register of Copyrights by Dr. Carla Hayden, Librarian of Congress after a more than two-year tenure as Acting Register.*
 - *On February 5, 2019, joined the Electronic Frontier Foundation in responding to the U.S. Dept. of Commerce, LAB(S): National Institute of Standards and Technology draft Green Paper on the "Return on Investment Initiative" to stimulate commercialization of federally funded R&D*
- *On December 5, 2018, ACRL provided comments to the National Institutes of Health (NIH) Office of Science Policy in response to the NIH Request for Information on Proposed Provisions for a Draft Data Management and Sharing Policy for NIH Funded or Supported Research.*
- *ACRL Executive Director Davis co-presented with Jon Cawthorne, Wayne State University, and Sarah Shreeves, The University of Arizona, on ["Creating the Contemporary Library,"](#) on November 1, 2018 at the EDUCAUSE Annual Conference.*
- *As part of the Library Copyright Alliance, ACRL, ALA and ARL joined in taking the following actions:*
 - *Continued advocating against the S. 1010 Register of Copyrights Selection and Accountability Act, which was scheduled for markup by the Senate Committee on Rules & Administration on Dec 4 and postponed until Dec 12.*

- On November 20, 2018, LCA submitted comments on noncommercial uses of pre-1972 sound recordings to the United States Copyright Office.

Education

Leadership Institutes

- ACRL and Harvard will hold a reception for LIAL program alumni and prospective participants at the upcoming Midwinter Meeting.

Immersion Institutes

- Registration is available for the 2019 Immersion Program which will be held at Loyola University Chicago, July 28-August 2, 2019.
- 36 individuals submitted applications in response to the Call for New Immersion Faculty. The selection committee is currently interviewing applicants, with decisions to be made by late April. The Call and hiring process has an emphasis on ACRL's commitment to inclusive hiring and to help attract candidates from diverse backgrounds.
- *The 2019 Immersion Program will be held at Loyola University Chicago, July 28-August 2, 2019. Registration will open in January 2019.*
- *A Call for New Immersion Faculty will be issued in January 2019, with applications due March 1, 2019. New faculty will be hired by May 2019 in order to shadow the summer program. Anne Behler, Immersion Program Committee, is chairing the search. The Call and hiring process will have an emphasis on ACRL's commitment to inclusive hiring and attracting candidates from diverse backgrounds.*

Licensed Workshops

- Jody Gray, Director, and Kristin Lahurd, Assistant Director for Continuing Education, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led two webinar training sessions for RoadShow presenters and the ACRL Immersion team: "ACRL Presenter Training 1: Cultural Competence" and "ACRL Presenter Training 2: Implicit Bias."
- As of April 5, 2019, 16 licensed workshops (RoadShows) and one paid webinar have been delivered since September 2018. 9 additional workshops have been scheduled for FY19, including the five annual subsidized Scholarly Communication workshop offerings. The full breakdown of completed and forthcoming workshop deliveries for FY19 is in the table below:

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

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

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

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

ACRL Conference

- As of April 17: 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) representing **101%** of our 100% of F2F registration revenue (\$1,289,556) and **98%** of our 100% total budget, including F2F+VC (\$1,328,834). Registration revenue is \$1,303,305.
- Colleagues fundraising committee has worked exceedingly hard to secure donations; pledges are currently at \$407,350 which is 136% of the \$300,000 fundraising goal. Donations in hand total \$387,850 so still a few payments to track down.
- There are currently 330 exhibit booths representing 224 companies, 95% of budget with \$844,388 in revenue.
- ACRL awarded 170 scholarships in five categories worth a record-breaking \$124,210. Eighty-five of these scholarships (over \$66,000 in value) came from the ACRL Scholarship Campaign.
- ACRL 2019 will offer more than 500 conference programs carefully selected and presented by leaders in the profession offering insights and inspiration to enhance your library’s programs and services. The ACRL 2019 Virtual Conference archive will be available until April 2020.
- A complete summary and evaluation report will be available later this spring after the conference.
- October 5 was the deadline for scholarship applications. We received 336 total applications, with the breakdown as follows: 155 early-career, 82 mid-career, 60 student, and 39 support staff. Notifications were issued in December to the 149 scholarship recipients.

- *October 12 was deadline for poster, roundtable, TechConnect, and Virtual Conference webcast submissions. Notifications will be issued by early January 2019. ACRL received 846 submissions across the four formats. Notifications were issued in December.*
- *New features and events include Lightning Talks, Trivia Night, Quiet Lounge, Desk Yoga, Xtended Reality, and more.*

Conferences, Pre-conferences and workshops

- ACRL is offering the full-day preconference, “Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work,” as an ALA Annual Conference preconference on June 21, 2019.
- *The 60th Annual RBMS Conference will take place June 18 – 21, 2019 in Baltimore, Maryland. The theme is Response & Responsibility: Special Collections and Climate Change. Registration and housing will open in early February. Registration is expected to sell out with a maximum of 500 participants due to venue capacity.*
- *RBMS leaders are exploring with ACRL staff and Society of American Archivist staff the possibility of a joint conference. Staff have participated in several exploratory calls and provided them with membership overlap data and a path to propose a joint conference to the Board.*

Annual Conference Programs

- *ACRL received 91 Annual Conference program submissions. 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 2019 Annual Programs was only 23%.*

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
Mindfulness in Libraries	Course	1/14/2019	8					0
Minimizing and addressing implicit bias in the workplace	Webcast	1/31/2019	12	12	100%	98%	100%	
Controversial Topics and Difficult Dialogues - Strategies for Addressing Misinformation in the Library	Webcast	2/21/2019	19	3	100%	92%	63%	8%

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Imposter Syndrome in Instruction Librarians: Impact and Solutions	Webcast	2/28/2019	15	2	100%	90%	40%	3
Training LIS Students and New Librarians for Careers in Instruction Two Part Series	Webcast Series	3/6/2019 and 3/13/2019	27	1	50%	70%	16%	6

Member Engagement

Membership units/Governance

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

Awards

- The ACRL President and ED presented the Excellence Award to Case Western University on April 9, just prior to the start of the ACRL 2019 Conference. CWU provided a lovely reception and their provost spoke eloquently about the important role of libraries.
- *Applications were received for 20 ACRL awards (STS Innovation Award not offered in 2019 award season). Award committees will convene to select winners either before or during the ALA Midwinter Meeting.*

- *ACRL Past President Cheryl Middleton and Executive Director Davis attended the presentation of the “I Love My Librarian” Award at the Carnegie Foundation in New York City. This year’s event included a luncheon with the winners and the type of library division officers serving on the selection committee and the Executive Directors.*

Special events at ALA Conferences

- 5 sections held special events during ACRL 2019 in Cleveland.
- Plans are being made for 11 section and interest group special events during ALA Annual Conference in Washington DC.
- *ACRL sections and interest groups will host four social events during the ALA Midwinter Meeting in Seattle.*

Consulting services

- Through ACRL consulting, Karen Brown, is providing Census 2020 engagement and training activities for the ALA Washington Office from April 1, 2019-March 31, 2020.
- Proposal for library review sent to an international university.
- Meet the consultant hours were offered at the ACRL 2019 Conference.
- *Conducted a 1 ½ day strategic planning retreat for private college (December 2018, Deiss).*
- *New marketing is being developed and includes revised ALA MW and ACRL 2019 conference material, meetups at ACRL 2019 conference, webcast featuring Consulting Services clients, and targeted email blasts to institutions preparing for re-accreditation.*
- *ACRL renewed its contract with Karen Brown, one of ACRL’s adjunct consultants, to manage/coordinate the consulting service.*

Publications

Non-periodical Publications

- Published since the last report:
 - Critical Approaches to Credit-Bearing Information Literacy Courses, edited by Angela Pashia and Jessica Critten
 - Scholarship in the Sandbox: Academic Libraries as Laboratories, Forums, and Archives for Student Work, edited by Amy Jackson, Cindy Pierard, and Suzanne Schadl
- Soon to publish:
 - The Future Academic Librarian’s Toolkit: Finding Success on the Job Hunt and in Your First Job, edited by Megan Hodge
 - The Grounded Instruction Librarian: Participating in The Scholarship of Teaching and Learning, edited by Melissa Mallon, Lauren Hays, Cara Bradley, Rhonda Huisman, and Jackie Belanger
- *Published since the last report:*
 - *Library Service and Learning: Empowering Students, Inspiring Social Responsibility, and Building Community Connections, edited by Theresa McDevitt and Caleb P. Finegan*

- *The Globalized Library: American Academic Libraries and International Students, Collections, and Practices*, edited by Yelena Luckert with Lindsay Inge Carpenter
- *Motivating Students on a Time Budget: Pedagogical Frames and Lesson Plans for In-Person and Online Information Literacy Instruction*, edited by Sarah Steiner and Miriam Rigby
- *Soon to publish:*
 - *Critical Approaches to Credit-Bearing Information Literacy Courses*, edited by Angela Pashia and Jessica Critten

Library Statistics

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

Carnegie Classification	# of libraries reporting	# of libraries in CC	Response rate (%)
Associate	454	1,088	41.73
Baccalaureate	367	966	37.99
Master	514	917	56.05
Doctoral	368	491	74.95
Total	1,703	3,462	49.2%

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

Standards and Guidelines

- The Board approved at the 2019 ALA Midwinter Meeting a revision of Characteristics of Programs of Information Literacy that Illustrate Best Practices: A Guideline and revision to the ACRL/RBMS Guidelines Regarding Security and Theft in Special Collections.

- On November 16, 2018, the Board approved the ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension.

Framework for Information Literacy for Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	29,506	22,832			52,338
Print distribution	120	70			190

Standards for Libraries in Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	4,582	3,933			8,515
Print distribution	190	40			230

All Standards/ Guidelines/ Frameworks Online Visits

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
68,894	55,016			123,910

Social Media

	Q1 YTD (Sept.-Nov.)	Q2 YTD (Dec. – Feb.)	Q3 YTD (March – May)	Q4 YTD (June – August)
Facebook Likes	7,433	7,533		
Twitter Followers	19,281	19,588		
Pinterest Followers	439	442		
Instagram Followers	493	599		

ACRL Insider Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	62	69			131
Page Views	20,579	18,367			38,946

ACRLog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	18	21			39
Page Views	29,021	25,601			54,622

ACRL TechConnect Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	3	1			4

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Page Views	12,237	9,504			21,741

VAL Blog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	0	3			3
Page Views	3,292	3,281			6,573

College & Research Libraries

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

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
357,145	288,471			645,616

C&RL News

- Issues published per regular schedule.
- Work on adding the backfiles to the online version of the News continues. Work on ACRL 2019 by staff has slowed the process but it will be priority one after conference.
- *The C&RL News backfile digitization project continues. Both PDF and html article scans and metadata for the backfiles are complete. Staff are working with ALA Production Services and the Open Journal Systems folks to incrementally review and add content to the live News website. The project is estimated to be completed by ACRL 2019 in April.*

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
248,124	258,913			507,037

RBM

- Issues published per regular schedule.

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
34,743	50,037			84,780

CHOICE**Jan–Mar 2019****Choice Reviews**

During the period January through March of this year, Choice editors and reviewers added 1,071 reviews to the *Choice Reviews* database. Usage for the period is shown below.

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

Number of reviews as of 30 March 2019: 210,060

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	14,682	98,917	46,866	50,977	11,090
Oct	16,405	119,566	58,586	66,614	14,108
Nov	16,094	106,301	50,123	56,070	11,589
Dec	10,033	78,382	38,461	43,476	10,434
Jan	11,153	100,246	51,219	57,173	11,550
Feb	13,030	110,375	54,148	60,651	13,259
Mar	13,436	113,904	57,277	67,027	15,801
Apr					
May					
Jun					
Jul					
Aug					
TOTAL YTD	94,833	727,691	356,680	401,988	87,831

The results of the two subscriber surveys conducted in late 2018 have been collected and analyzed by an interdepartmental team. The survey suggested that while *Choice* and *Choice Reviews* remain highly valuable to

current subscribers, there are opportunities to market some of our newer initiatives, such as our podcast series, to this audience, which demonstrated a relatively low awareness of other Choice products. As a way to connect and foster interaction with current subscribers, a new customer-communication email was launched in February and will continue monthly. The “Choice Reviews Digest” highlights content in *Choice Reviews* that may have been missed by users. Each monthly communication also details user tips and tricks and informs readers of our attendance at upcoming conferences. The Digest has achieved an average 27% open rate as of March 2019.

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

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

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

Outstanding Academic Titles Initiative

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

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

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

the award in their year-end advertising, making the OAT list a valuable piece of intellectual property in its own right.

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

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

ccAdvisor

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

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

Resources for College Libraries

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

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

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

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

Sponsored Content

Marketing continues its work at broadening Choice brand awareness via social media, advertising, and marketing campaigns. Our three white papers continue to gain a steady stream of interest, surpassing 2,600 downloads in March, and fresh print ads highlighting the informative content available through our podcasts, white papers, and webinars have been created in support of our promotional efforts going into the summer.

Webinars

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

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

Table 2: Choice/ACRL Sponsored Webinars, Academic Year 2018-19

Date	Sponsor	Title	Regs	Parts
9/25/2018	Springer	Case studies on the impact of eBook archives at North American university libraries	409	165
10/4/2018	OverDrive	The Power of Partnership—Digital Collections for Academic Consortium	387	135
10/24/2018	Gale Cengage	Exploring Intersectionality and LGBTQ Issues with Primary Sources and eBooks	550	220
10/31/2018	Adam Matthew	American Indian Newspapers: exploring primary sources for the study of American Indian cultures	531	208
11/13/2018	Credo	Evolving Strategic Partnerships for Teaching and Learning in the Academic Ecosystem	786	303
11/20/2018	Springer	Case studies on course material affordability programs at North American University Libraries	575	216
11/29/2018	Jove	Librarians Adopt New Role Improving STEM Education via Active Learning	775	284
2/28/2019	Ex Libris	Transform Your Discovery Approach – A New Vision	1121	421
3/19/2018	ProQuest	Across Curricula—Primary Sources and Humanities are Gaining STEAM	644	204
3/21/2019	Overdrive	Digital Content for Your College Campus Made Easy	265	80
3/26/2018	The MIT Press	Mission Driven Digital--Why University Presses Are Creating their Own eBook Collections	449	178
		TOTAL	6,492	2,414

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

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

Podcasts

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

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

Table 3: The Authority File Usage Statistics, Academic Year 2018-19

Month	Downloads	Streams	Total
Sep	1,369	420	1,789
Oct	684	1,037	1,721
Nov	1,666	1,131	2,797
Dec	1,214	984	2,198
Jan	834	995	1,829
Feb	1,432	1,840	3,272
Mar	1,070	1,067	2,137
YTD	8,269	7,474	15,743
Avg/Month	1,181	1,068	2,249

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

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

The Authority File: Academic Year 2018-19		
Sep	A First-Year Experience Toolbox	
	Presenters: Raymond Pun, Andrew Carlos, and Danielle Rapue	
	E54	Enhancing the Student's Library Experience
	E55	Expanding the Library's Reach
	E56	A User-Focused Vision
	E57	Overcoming Student Anxiety in the Library
Oct	Human Relations Area Files	
	Presenters: Carol Ember and Peter N. Peregrine	
	E58	The History and Development of HRAF
	E59	Human Saliva, Violent Democracies, and Quality Ethnography
	E60	Data Mining and Museum Studies
	E61	Cultural Adaptations in the Ethnographic and Archaeological Record
Nov	Toward Clarity in Editing and Publishing	
	Presenters: Carol Saller and Becky Brasington Clark	
	E62	Behind the Scenes at the LOC Publishing Office and the <i>Chicago Manual of Style</i>
	E63	Style as a Reflection of the Cultural Moment
	E64	The Present and Future of Style
	E65	Reaching Everyone by Publishing More Than Books
Dec	Marketing Academic Libraries	
	Presenters: Sabine Dantus, Lisa Martin, and Jennifer Park	
	E66	Defining Marketing and Outreach
	E67	Describing the Main Objectives of Marketing & Outreach
	E68	Establishing Formalized Marketing & Outreach Strategies and Initiatives
	E69	Raising Digital Resource Awareness
Jan	ACRL	
	Presenter: Mary Ellen Davis, Executive Director, ACRL	
	E70	The ACRL Conference and Project Outcome
	E71	Equity, Diversity, and Inclusion
Feb	Perspectives on Empathy	
	Presenters: Randolph Cornelius and Heidi Maibom	
	E72	What Is Empathy?
	E73	Differences Between Cognitive and Affective Empathy
	E74	Empathy's Function, Role in Altruism, and Evolutionary History
	E75	Psychopaths and the Empathy-Deficit in the United States
Mar	Evolving Cases for Open Access	
	Presenter: Richard Gallagher	
	E76	Evolving to Better Serve the Public Good
	E77	Public Health, an Open-Access Test Case for Review Literature
	E78	Science for a Functional Democracy
	E79	Subscribe to Open

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

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

Social Media

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

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

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

Outreach and Engagement

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

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

Operations

As of the beginning of the year, we have incorporated the Amazon Associate program into Choice360.org and Chocireviews.org. This move builds on the affiliate program started in 2016 with GOBI, wherein librarians with a GOBI account may add books directly to their cart from Choice Reviews. Under the new Amazon program, books reviewed in Choice Reviews, and titles mentioned on Choice360.org, can be purchased from those sites via a direct link to Amazon. By referring traffic to Amazon from Choice360 and Choice Reviews, we earn an affiliate fee on all books purchased.

Open Choice

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

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

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

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

Charleston Conference

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

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

White Papers

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

ccAdvisor

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

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

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

GDPR

Choice has been busy since May 2018 implementing the recommended guidelines to ensure GDPR compliance. As a member of the GDPR steering committee at ALA, Choice has analyzed all existing customer and reviewer profile information and has created new processes to ensure that our data collection practices and management of the subscriber and prospect information entrusted to us adheres to the new regulations. Additional actions and refinements continue into 2019 in conjunction with the continued recommendations from the ALA GDPR steering committee.

Operations

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

Staff

- In April 2019, three ACRL staff were recognized for their service as part of the ALA staff appreciation awards. Program Coordinator Elois Sharpe was recognized for 5 years of service; Senior Production Editor Dawn Mueller for 20 years of service, and Executive Director Mary Ellen Davis for 35 years of service.
- In March 2019, Program Officer for Governance Allison Payne was promoted to Program Manager for Strategic Initiatives. Allison will continue to manage the activities of the Board and Budget & Finance Committee and manage division-level committee appointments. She will also manage ACRL’s

initiatives, including the Diversity Alliance, to support ACRL's Core Commitment to equity, diversity and inclusion.

- In March 2019, ACRL hosted a University of Michigan MLIS student as part of their alternative spring break program. The student analyzed demographics data that was collected from this year's committee and section volunteers. The analysis will be used in VP Karen Munro's report out after the majority of appointments are completed in the late spring.
- Selected Choice staff came to the ACRL Chicago offices in February 2019 to engage with selected ACRL staff on possible strategic directions for Choice.
- *ACRL Program Coordinator Mariel Colbert left ACRL to work in ALA's Chapter Relations Office; we wish her well in her new position. The search for Mariel's successor was launched shortly after her resignation and we hope to hire someone early this spring.*

ACRL Staff & ALA

- In April the ACRL ED met with the newly elected members of the ALA Executive Board.
- In March 2019 ACRL Associate Director (Mary Jane Petrowski) participated in a day-long Merchandise Mart showroom tour with other ALA staff to meet and vet prospective furniture vendors for the new ALA office space.
- In March 2019, ACRL staff (Mary Ellen Davis, Mary Jane Petrowski, Allison Payne), other ALA division staff, and SCOE Chair Lessa Kanani'opua Pelayo-Lozada attended an ALA Steering Committee on Organizational Effectiveness (SCOE) discussion facilitated by Tecker Consultant Paul Meyer. There are two more planned facilitated discussions with ALA staff, and ACRL will continue to participate in these meetings.
- ACRL staff requested and ALA offered training from its legal counsel on how to handle code of conduct complaints in preparation for the ACRL 2019 Conference.
- ACRL staff worked with the Director of the Communications Marketing Office to have a crisis communications plan ready for the ACRL conference. ACRL easily adapted the ALA plan and had it ready for the ACRL 2019 Conference.
- On February 14, 2019, ALA/ACRL supervisors attended a half-day EDI session, "Leading on Equity: How Leaders Take Risks, Model Inclusion, and Share Vision," hosted by Anne Phibbs, Strategic Diversity Initiatives. The session was a follow-up to Phibbs' October all-staff session, "Beyond Diversity 101: Micro-inequities, Implicit Bias, and Moving Toward Equity."
- Executive Director Davis continues to serve on the ALA Senior Management team. In addition to the weekly meetings, there was also a two-day budget meeting in March. *This entails weekly meetings to develop policies and help the organization strategically think about its focus and future. Senior Management also is working with a commercial real estate firm and architectural firm as it explores selling its current office space and identifying new space to lease in downtown Chicago.*
- *ED Davis serves as senior management liaison to a staff working group charged with ensuring ALA is compliant with the General Data Protection Regulation act. ACRL's C&RL News Editor David Free serves on the staff working group.*

Fundraising

- The ACRL ED worked with the ALA Director of Development and scheduled several meetings during the ACRL 2019 Conference with potential members of the Legacy Society.
- An appreciation reception was held for the Friends of ACRL on April 12, 2019, in Cleveland and 48 donors were recognized for moving into the Circle of Friends (5-9 years), Circle of Excellence (10-14 years), or Circle of Distinction (15-19 years).
- *The 2019 ACRL Conference Scholarship campaign raised more than \$66,000, exceeding the \$50,000 goal by 32%. Of the 336 applications received, 149 were funded (44%)*

Technology

- *Starting in January 2019, ALA ITTS will work with division staff to standardize functionality (menus, design, use, etc.) across the microsites within ALA Connect.*
- *ACRL's contract with the virtual meeting platform WebEx will end on March 31, 2019. ACRL will continue to support high demand for virtual engagement from its membership groups by hosting virtual meetings through its two Zoom licenses and one Adobe Connect license.*

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Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: January 11, 2019–April 5, 2019

Enabling programs and services key performance indicators (KPI)

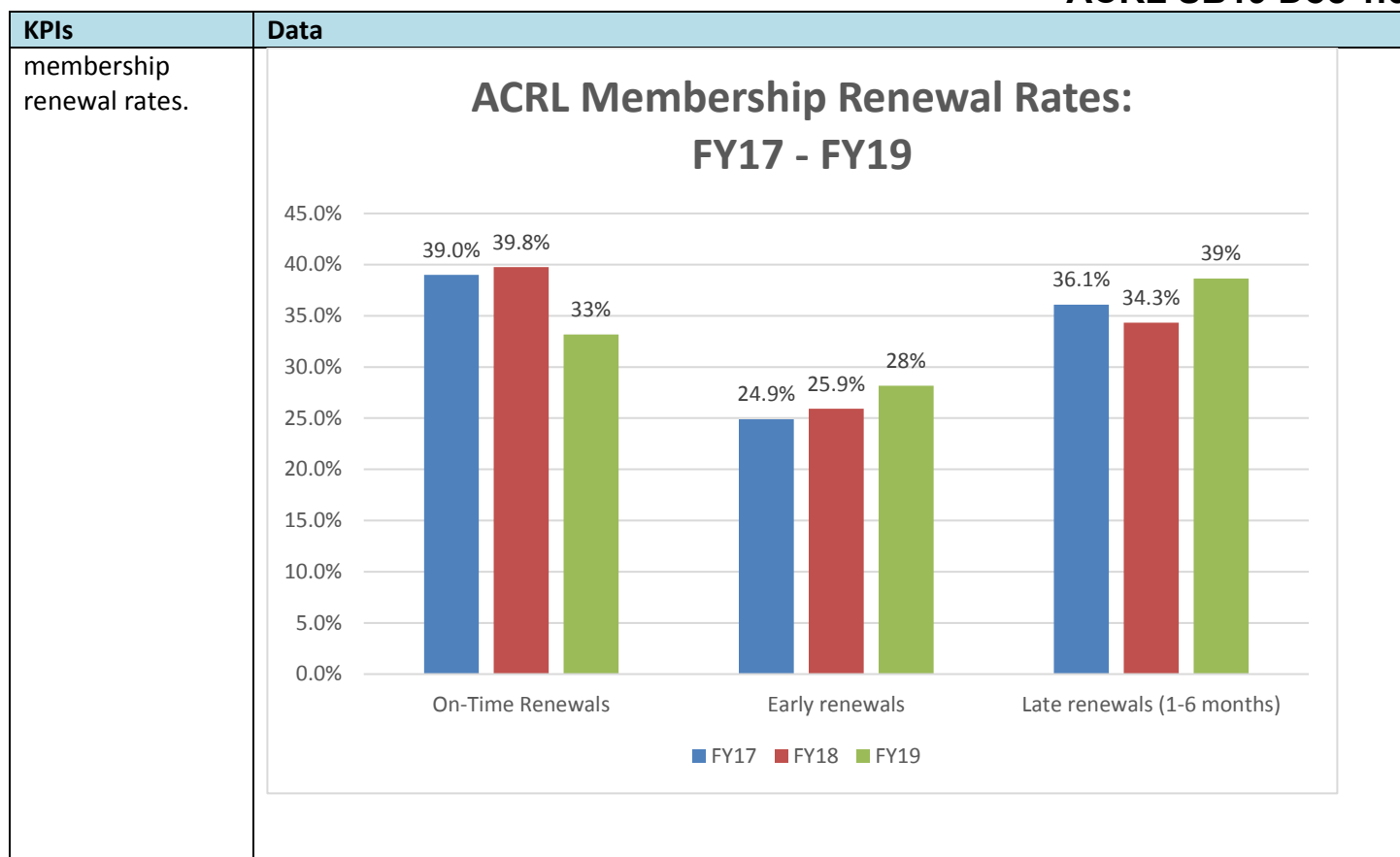
ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY18 and the progress toward each to date is reported below.

Member Engagement

Goals: Increase ACRL membership .0094% in FY19 over FY18 (to 10,356) and ensure that 53.6% of new members who joined ACRL between May 2017 – March 2018 renew their membership in FY19. The target retention rate is based on the average new member retention rate in the last 5 ACRL conference years.

KPIs	Data					
Benchmark analysis of ACRL total membership number	ACRL membership has increased 4.25% (437) since August 2018 when membership was 10,260.					
		Feb. FY19	Feb. FY18	Feb. FY17	Feb. FY16	Feb. FY15
	Total membership	10,697	10,567	10,922	11,103	11,554
	Change year over year	1.23%	-3.25%	-1.63%	-3.90%	-0.821%
Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate:					
	Year	1st Quarter	2nd YTD Quarter	3rd Quarter	4th Quarter	Year to Date
	FY19	51.2%	48.7%	54.9%		50.5%
	FY18	53.1%	52.2%	44.2%		51.3%
	FY17	46.8%	50.8%	44.8%		48.2%
	FY16	41.1%	53.2%	53.0%		48.6%
	FY15	47.8%	52.3%	57.5%		50.9%
	FY14	50.8%	52.9%	52.5%		52.0%
	FY13	50.1%	56.1%	55.1%		53.4%
	FY12	56.7%	57.9%	55.0%		57.0%
	FY11	62.5%	60.1%	60.1%		61.0%
	FY10	56.7%	63.3%	55.7%		59.7%
	FY09	59.0%	61.9%	60.8%		60.6%
<i>Non-conference years are shaded for comparison.</i>						
**An analysis of 252 first-year members who did not renew as of February 2019 shows that 42.1% (106) were regular members, and 43.3% (109) were students. 81% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 44% of those						

KPIs	Data																																																
	were regular members and 42% were students); 5% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 31% of those were student members); 13% dropped all division and roundtable membership but retained their ALA membership (and 56% were students).																																																
Benchmark by continuous years of membership	<p>ACRL personal membership distribution for FY19 to date is shown below. The average ACRL membership tenure is 4.1 years (and the median length of ACRL membership is 4 years).</p> <table><tr><th>FY19 Q3 YTD</th><th>%</th><th>Number</th><th>FY18 Q3 YTD</th><th>%</th><th>Number</th></tr><tr><td><1 year</td><td>14</td><td>1,439</td><td><1 year</td><td>12</td><td>1,219</td></tr><tr><td>1-5 yrs</td><td>45</td><td>4,555</td><td>1-5 yrs</td><td>45</td><td>4,477</td></tr><tr><td>6-10 yrs</td><td>15</td><td>1,549</td><td>6-10 yrs</td><td>16</td><td>1,592</td></tr><tr><td>11-15 yrs</td><td>9</td><td>854</td><td>11-15 yrs</td><td>9</td><td>854</td></tr><tr><td>16-20 yrs</td><td>6</td><td>584</td><td>16-20 yrs</td><td>6</td><td>608</td></tr><tr><td>21+ yrs</td><td>12</td><td>1,217</td><td>21+ yrs</td><td>13</td><td>1,259</td></tr><tr><td>Total</td><td>100</td><td>10,209*</td><td>Total</td><td>100</td><td>10,009*</td></tr></table> <p>*These numbers include only personal members. Reports were run on April 5, 2019, and March 25, 2018 and reflect total personal members as of those dates.</p> <p>ACRL Membership Distribution by Years of Membership: May 2009 vs. April 2019</p> <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>	FY19 Q3 YTD	%	Number	FY18 Q3 YTD	%	Number	<1 year	14	1,439	<1 year	12	1,219	1-5 yrs	45	4,555	1-5 yrs	45	4,477	6-10 yrs	15	1,549	6-10 yrs	16	1,592	11-15 yrs	9	854	11-15 yrs	9	854	16-20 yrs	6	584	16-20 yrs	6	608	21+ yrs	12	1,217	21+ yrs	13	1,259	Total	100	10,209*	Total	100	10,009*
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Assess the impact of the renewal reminder program on ACRL	Renewals for FY17 and FY19 year-to-date are illustrated below. As of February 2019, the renewal rate for ACRL members was 75.7%. Of that number, almost two-thirds (61%) renewed on or before their membership anniversary, and the number of late renewals has increased 5.7% over FY18.																																																



Education

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

KPIs	Data					
Quality assessment and learning outcomes		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY19 Overall
	Average overall quality assessment	92%	88%			
	* Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					
Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY19 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	56%	88%			
Note: Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.						
Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					

KPIs	Data					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY18 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	56%	55%			
	<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: Revisions to Diversity Committee charge

Submitted by: Federico Martinez-Garcia, JR, Chair, Equity, Diversity and Inclusion Committee
Derrick Jefferson, Vice-Chair, Equity, Diversity and Inclusion Committee

Date submitted: 3/28/19

Background

A Board Working Group was established at SPOS 2018 to examine the current charge, tasks, name and structure of the Diversity Committee. At Midwinter 2019, the Board approved the working group's recommendations for the Diversity Committee to be renamed the Equity, Diversity and Inclusion (EDI) Committee. The Board also approved a composition change to include the Past-Chairperson position.

A draft revised charge was shared at Midwinter, but the Board did not take action on the revised charge because the EDI Committee requested additional time to review the charge, so the full committee could review.

The EDI Committee has since discussed the revisions and is proposing a revised charge for Board approval. The Committee agrees that the new charge better aligns its work with the ACRL Core Commitment to equity, diversity and inclusion. The committee will continue to update the *ACRL Diversity Standards: Cultural Competency for Academic Libraries*, but will take on additional responsibilities, such as overseeing the Diversity Alliance when the task force's terms end on June 30, 2020.

The EDI Committee's current charge is as follows:

To initiate, advise and mobilize support for appropriate action related to issues of diversity in academic librarianship including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users.

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

The EDI Committee's proposed charge is as follows:

To **oversee and coordinate ACRL's Core Commitment to equity, diversity, and inclusion, as described in the strategic plan. Work with the Board and other units to** initiate, advise and mobilize support for appropriate action related to issues of diversity, **equity and inclusion** in academic librarianship—including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users.

Stakeholders

The Equity, Diversity and Inclusion Committee members, Board liaison and staff liaison agree with the proposed committee charge. The Board working group has been made aware of the proposed charge.

Action Recommended

That the ACRL Board of Directors approves a *revised charge for the Equity, Diversity and Inclusion Committee, as follows:*

To oversee and coordinate ACRL's Core Commitment to equity, diversity, and inclusion, as described in the strategic plan. Work with the Board and other units to initiate, advise and mobilize support for appropriate action related to issues of diversity, equity and inclusion in academic librarianship—including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users.

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

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.

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries

Submitted by: Kim Eccles ACRL Standards Committee Chair

Date submitted: April 2, 2019

BACKGROUND:

The Society of American Archivists (SAA) and ACRL/RBMS appointed a Task Force on the Development of Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries in 2014 and charged it with the development of guidelines that will provide metrics, definitions, and best practices for quantifying the holdings of archival repositories and special collections libraries.

In February 2015, in an effort to learn more about how archives and special collections repositories are currently quantifying information about holdings, the task force issued a call for survey instruments, worksheets, methodologies to a variety of constituent groups. In January 2017, the task force issued an invitation to comment on the first draft of our proposed guidelines for quantifying and sharing information about the holdings of archival repositories and special collections libraries, and in May 2018 the same for a second, significantly revised draft.

Task force members presented on the Guidelines at the 2015 Society of American Archivists (SAA) Annual Meeting, 2016 New England Archivists (NEA) Spring Meeting, and 2018 Rare Books and Manuscripts Section (RBMS) Annual Conference. The task force also held 14 open meetings and forums during the development of the document from 2015 to 2018, including the ALA Annual Conference, Midwinter Meeting, and SAA Annual Conference. The accompanying Standards Committee Transmittal Form (Doc 2.1b) contains full detail on all outreach activities undertaken during the development of the guidelines.

A final draft of the document (Doc 2.1a) was approved by the task force in 2018 and submitted for review by the respective executive and standards committees of ACRL/ RBMS. The RBMS Executive Committee approved the draft at the 2018 ALA Midwinter Meeting, after which it was submitted to the ACRL Standards Committee. The Standards Committee reviewed and voted virtually to approve the new draft guidelines in March 2019.

Following the conclusion of the ACRL review and approval process, the SAA Council will consider the ACRL-approved version of document.

ACTION RECOMMENDED: That the ACRL Board of Directors gives final ACRL approval to the ACRL RBMS/ SAA Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries.

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

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☒ **Enabling Programs and Services**

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

FISCAL AND STAFFING IMPACT:

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

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

Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries

INTRODUCTION

The guidelines embodied in this document were developed to help archival repositories and special collections libraries quantify and communicate information about holdings. The guidelines are presented, and the document is organized, as follows. A **Background** section briefly describes the context within which the guidelines were called for and developed. **Audience and Purpose** serves to remind that the guidelines are intended to be used by repositories of all types and sizes and to account for all varieties of collection material typically held. In the section titled **Overarching Approach**, four fundamentals that are essential to understanding and using the guidelines are explained. **Intellectual Units Held** provides a rationale and guidance for conducting the first of the three counts and measures described in these guidelines; **Physical Space Occupied** and **Digital Space Occupied** provide the same for the second and third. Under the heading **Conducting the Counts and Measures**, basic considerations and general instructions are set out for conducting the recommended and optional counts and measures for Intellectual Units Held, Physical Space Occupied, and Digital Space Occupied. **Appendix A: Categories/Types of Collection Material** provides a definition and a scope statement for each of the ten categories of collection material identified in these guidelines. **Appendix B: Tables for Recording Counts and Measures** consists of three tables, for recording the recommended and optional counts and measures. Finally, **Appendix C: Glossary** identifies and provides a definition for the key terms that are employed in the guidelines.

BACKGROUND

Archivists and special collections librarians are becoming increasingly mindful of the need to gather, analyze, and share evidence concerning the value of the collections we hold, the effectiveness of the operations we manage, and the impact of the services we provide. The absence of commonly accepted definitions, metrics, guidelines, and best practices, however, has impeded our ability to undertake meaningful assessment activities and to engage in productive, cross-repository conversations about our collections, operations, and services.

Recognition of these challenges has manifested itself in a number of ways in recent years, including the 2010 publication of *Taking Our Pulse: The OCLC Research Survey of Special Collections and Archives*; an assessment-themed issue of *RBM: A Journal of Rare Books, Manuscripts, and Cultural Heritage* (13:2, Fall 2012), published by the Association of College & Research Libraries (ACRL); assessment-related sessions at the meetings of allied professional associations, including the Society of American Archivists (SAA), American Library Association (ALA), and ACRL's Rare Books and Manuscripts Section (RBMS); presentations centered on special collections at the biennial Library Assessment Conference sponsored by the Association of Research Libraries (ARL); and grant-supported initiatives led by ACRL, ARL, and

other organizations aimed at building and fostering cultures of assessment and demonstrating the value that libraries and archives bring to their communities and to society at large.

Within this context, SAA and ACRL/RBMS constituted a joint task force in 2014 and charged it with developing guidelines that will provide definitions and best practices for quantifying the holdings of archival repositories and special collections libraries. The SAA-ACRL/RBMS Joint Task Force on the Development of Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries consisted initially of ten members, five appointed by SAA and five by ACRL/RBMS, including co-chairs representing each organization. Members were appointed for two-year terms, which were renewed in 2016 for an additional year. Six members agreed to serve for a fourth year.

Representing SAA:

- Emily R. Novak Gustainis (Harvard University) (co-chair) (2014 - 2018)
- Adriana Cuervo (Rutgers University) (2014 - 2017)
- Angela Fritz (University of Notre Dame) (2014 - 2017)
- Lisa Miller (Stanford University) (2014 - 2018)
- Cyndi Shein (University of Nevada Las Vegas) (2014 - 2017)

Representing ACRL/RBMS:

- Martha O'Hara Conway (University of Michigan) (co-chair) (2014 - 2018)
- Alvan Bregman (Queen's University) (2014 - 2016)
- Rachel D'Agostino (Library Company of Philadelphia) (2014 - 2018)
- Lara Friedman-Shedlov (University of Minnesota) (2014 - 2018)
- Elizabeth Haven Hawley (University of Florida) (2016 - 2018)
- Katy Rawdon (Temple University) (2014 - 2017)

AUDIENCE AND PURPOSE

These guidelines were developed to provide archivists and special collections librarians with a set of practical, well-defined counts and measures that can be used to quantify and communicate holdings information. The counts and measures were also formulated to support the aggregation of holdings information from multiple repositories. It was beyond the charge of the task force that developed these guidelines, however, to create either a survey instrument or a data repository.

Careful attention was given to formulating the counts and measures so that any type of repository that manages and provides access to archival and special collections material -- including academic, corporate, and government archives; public and independent research libraries; and historical societies -- can use the counts and measures to quantify holdings in a manner that is consistent with their

application by other repositories. The counts and measures were also designed so that repositories of any size and with any level of financial, human, and/or technological resources can implement them.

Careful attention was also given to developing guidelines that consider and address both the wide range of types and formats of collection material typically held and the different ways collection material is managed and described. The guidelines also recognize the value of an approach to quantifying holdings information that accommodates both recommended and optional counts and measures.

The guidelines do not suggest or recommend any particular methods or even best practices regarding the “hows” of counting or measuring. One of the goals of the guidelines is to encourage the use of a common language for sharing information about holdings, rather than to prescribe a methodology for obtaining that information. Another is to enable their use by a wide variety of repositories, and to account for the many differences that exist among those repositories, especially those having to do with local practices (for accessioning, describing, and managing collection material); available resources (for counting, measuring, generating reports, etc.); and existing systems and sources of information (including integrated library systems, content management systems, databases, and archival collection management systems).

Finally, it is hoped that the existence of these guidelines will encourage the emergence of communities of practice through which groups of archivists and special collections librarians who are using the guidelines to quantify and communicate holdings information document their experience and interact regularly with the goal of developing and sharing best practices.

OVERARCHING APPROACH

Described below are four “fundamental principles” or “overarching themes” that are essential to understanding and using the guidelines.

Types of Counts and Measures

There are four counts and measures that are appropriate for and relevant to the quantification of holdings information.

- Intellectual Units Held
- Physical Units Held
- Physical Space Occupied
- Digital Space Occupied

These guidelines provide a rationale and guidance for recommended and optional counts and measures for three of the four above: Intellectual Units Held, Physical Space Occupied, and Digital

Space Occupied. Physical units (volumes, sheets, audio cassettes, film reels, etc.) held are not counted, nor are the containers (boxes, cases, drawers, etc.) in which collection material is housed. Although a container count may be useful (and used) for purposes of calculating Physical Space Occupied, it is not a meaningful point of comparison among repositories. Similarly, while a count of a particular type of physical unit held, such as a volume count, may have purpose or value for an individual repository in a given situation, the considerable variation among repositories in terms of how collection material is bound, housed, and stored makes meaningful comparisons of physical units held problematic.

Each of the three counts and measures described in these guidelines is distinct from and independent of the other. Conducting a count of Intellectual Units Held, getting a measurement of Physical Space Occupied, and determining Digital Space Occupied are three separate activities. Some repositories, in some cases, might be able to get two or all three of the counts and measures by, for example, generating a report from an archival collection management system. Most repositories, however, will do one thing to get a count of Intellectual Units Held, something else to get a measure of Physical Space Occupied, and an entirely different activity to determine Digital Space Occupied.

Categories of Collection Material

The guidelines encourage repositories to categorize collection material, including all physical and digital manifestations, as one of the following:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material
- Computer Programs
- Graphic/Visual Material
- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings

The category definitions and scope statements presented in these guidelines (as Appendix A) are intended to be suggestive as opposed to prescriptive. They have been informed and inspired by a variety of standards governing the description of collection material typically held in archival repositories and special collections libraries, including *Describing Archives: A Content Standard (DACs)*, *Descriptive Cataloging of Rare Materials (DCRM)*, *Resource Description and Access (RDA)*, and others. The actual categorization of collection material for the purposes called for in these guidelines will vary, in some ways significantly, from one repository to another. Each repository will have to determine, based upon a variety of factors including the nature and scope of its collections and the granularity of available information, how collection material is to be categorized for purposes of preparing a count of

Intellectual Units held, a measurement of Physical Space Occupied, and a determination of Digital Space Occupied.

Regardless of how a repository chooses to categorize its collection material, internal consistency in understanding and applying the category definitions, coupled with a well-documented approach to undertaking the work, is critical to making the preparation of the counts and measures called for in these guidelines both meaningful for the repository itself and comparable with other repositories.

Discoverability

For all three of the counts and measures called for in these guidelines, repositories are strongly encouraged to distinguish, whenever possible, collection material that is described online (and is therefore discoverable) from collection material that is not yet described online (and is therefore not discoverable). While explicitly acknowledging the increasingly widely-held perception that “if it isn’t online it doesn’t exist,” the guidelines also propose a definition of “described online and therefore discoverable” that encompasses any description of collection material that can be discovered by way of the web. As such, “described online and therefore discoverable” should be understood to extend well beyond online catalog records and finding aids to include a wide range of web content (blog posts, online exhibits, databases, lists of collections, etc.) as well as web-accessible content (documents, spreadsheets, etc.).

Here it must be stressed that discoverability should not be conflated with availability or deliverability. Collection material that cannot be made available because of physical, access, use, or other restrictions is not the same as collection material that cannot be discovered. Repositories are encouraged to include collection material that is discoverable but cannot be made available.

Recommended and Optional Counts

The guidelines describe “recommended” and “optional” counts and measures for Intellectual Units Held, Physical Space Occupied, and Digital Space Occupied. The recommended counts and measures are intended to serve as a baseline for the preparation and sharing of holdings information. The goal for the recommended counts and measures is to identify counts and measures that archival repositories and special collections libraries of any type and size would find useful and practical to obtain and, ideally, to share. All repositories are encouraged to assemble at least the recommended counts and measures for Intellectual Units Held, Physical Space Occupied, and Digital Space Occupied.

The guidelines also describe a variety of optional counts and measures, which repositories may choose to obtain as needs, interest, and/or resources allow. While many repositories will determine that they can conduct only the recommended counts and measures, others may find value in also conducting a few or many of the optional counts and measures. A repository may find it useful to obtain selected optional counts and measures on a regular basis and to conduct other optional counts and measures

on an as-needed basis or not at all. In this respect, the optional counts and measures outlined in these guidelines should be regarded as starting points rather than an exhaustive list.

INTELLECTUAL UNITS HELD

An accurate, up-to-date count of Intellectual Units Held is as fundamental to a description of the repository as the collections are to the repository itself. A count of intellectual units is essentially a title count, which, for all practical purposes, requires the categorization and counting of existing descriptions of collection material. For most repositories, a systematic, well-documented effort to prepare and share a title count is essential to a variety of purposes including outreach, collection development, and resource allocation.

The following three directives are embedded in, and fundamental to, the Intellectual Units Held count that is called for in these guidelines.

1. Descriptions of collection material should be categorized as one of the following: Archival and Manuscript Material, Published Language Material, Cartographic Material, Computer Programs, Graphic/Visual Material, Moving Image Material, Notated Movement, Notated Music, Objects/Artifacts, Sound Recordings.
2. Collection material that is described online and therefore discoverable should be distinguished from collection material that is not yet described online and is therefore not discoverable.
3. Collection material that is described and managed at the collection level should be distinguished from collection material that is described and managed at the item level.

Keeping in mind that what is being counted are descriptions of collection material, and that some of these will not lend themselves to easy categorization, repositories are encouraged to document, as thoroughly as possible, their decisions about how descriptions of particular types of collection material -- scrapbooks, for example, or collections of advertising ephemera -- are categorized for purposes of preparing a count of Intellectual Units Held:

For all three of the counts and measures called for in these guidelines, collection material that is described online and therefore discoverable is to be distinguished from collection material that is not yet described online and is therefore not discoverable. With the exception of accessioned but not yet processed collections of archival and manuscript material, it will be difficult to obtain a title count for collection material that has not yet been cataloged or otherwise described. For this reason, conducting a count of Intellectual Units Held for collection material that has not yet been described online is considered optional.

The rationale for distinguishing, in the preparation of a count of Intellectual Units Held, collection material that is described and managed at the collection level from collection material that is described and managed at the item level is based on an assertion that a title count that includes distinctions between “collections” and “items” is significantly more meaningful than one that does not.

“Described and managed at the collection level” suggests that the collection material is represented by a catalog record, finding aid, or other description that represents the material in the aggregate. The aggregate is either an organic or an artificial collection, and the description of it is the product of archival description, bibliographic description, or some other process that results in a collection-level representation of the material that can be used for purposes including discovery and identification.

Similarly, “described and managed at the item level” suggests that the collection material is represented by a catalog record, finding aid, or other description that represents the material as a single exemplar or instance of a manifestation. The exemplar or instance -- the item described -- is either unique or one of multiple copies produced, and may be comprised of more than one physical unit. The description of it is the product of archival description, bibliographic description, or some other process that results in an item-level representation of the material that can be used for purposes including discovery and identification.

More so than for either of the other counts and measures described in these guidelines, conducting a count of Intellectual Units Held will require that the repository identify and account for idiosyncrasies and variations in its practices for accessioning, describing, and managing collection material. Examples of areas where current and past cataloging practices may need to be considered and accounted for include serials, which may be represented by successive-entry records, latest-entry records, or a combination of both; analytics (when a record is created for something that is a part of something for which a record is also made); and “issued withs” and “bound withs” (when more than one bibliographic work is contained in a single physical item).

Finally, decisions regarding titles held in multiple copies are to be made at the discretion of the repository. If it is preferable (because each copy held is considered unique or important for some reason) and/or practical or convenient (because of how the copies are described), the repository can report each copy held as a separate title.

PHYSICAL SPACE OCCUPIED

An accurate measure of Physical Space Occupied by collection material is key to successfully managing and clearly communicating information about holdings and can critically inform collection management, space and facilities planning, and other efforts. Knowing how much space various categories of collection material occupy can be especially helpful for making projections about collection growth and when advocating for additional resources, especially those related to providing ongoing stewardship of collection material over time.

Physical Space Occupied is reported in measures of linear feet or cubic feet at the discretion of the repository. Also at the discretion of the repository is the decision to report Physical Space Occupied by collection material that is on deposit at, as opposed to formally held by, the repository. A consistent and well-documented approach to these and other decisions, and to the work associated with conducting a measure of Physical Space Occupied, will help to ensure that the measure is meaningful for the repository itself and comparable with other repositories.

The following points provide guidance when measuring Physical Space Occupied.

1. Measure space occupied by physical manifestations of all collection material for which the repository provides sustained stewardship. Include all locations at which collection material is shelved, including those that the repository does not itself manage, such as off-site storage facilities. The decision to report Physical Space Occupied by collection material that is on deposit at another repository is at the discretion of the repository, as is the decision to report Physical Space Occupied by collection material that is on loan to another repository, for display or other purposes.
2. Categorize collection material, whenever possible, as one of the following: Archival and Manuscript Material, Published Language Material, Cartographic Material, Computer Programs, Graphic/Visual Material, Moving Image Material, Notated Movement, Notated Music, Objects/Artifacts, or Sound Recordings. When it is not possible or practical to assign holdings to one of these categories, report the Physical Space Occupied as "Other Collection Material (Not Categorized)." The purpose of "Other Collection Material (Not Categorized)" is to account for and accommodate, for example, multiple types of collection material and/or difficult to categorize collection material in the same physical space (such as a map case containing both maps and posters).
3. For purposes of conducting the recommended measures, there is no need to distinguish collection material that is described online and therefore discoverable from collection material that is not yet described online and is therefore not discoverable. This distinction is explicitly called for in the Optional measures, which are intended to encourage repositories to make this distinction whenever possible. When it is not possible or practical to discern discoverability, report the Physical Space Occupied as "Discoverability Mixed/Unknown."
4. A count of shelving units and storage cases, by capacity and/or size, can be used for purposes of obtaining a calculated measure of Physical Space Occupied. Similarly a count of containers, again by type or size, can be used for the same.

The following resources may be helpful for calculating a measure of Physical Space Occupied:

- Beinecke Rare Book and Manuscript Library: Linear Footage Calculator
<http://beinecke.library.yale.edu/linear-footage-calculator>
- Ohio State University Libraries: Cubic Footage Calculator_
<https://library.osu.edu/document-registry/docs/484/stream>
- UNLV University Libraries: Rebel Archives Calculator_
https://www.library.unlv.edu/speccol/rebel_archives_calculator/

DIGITAL SPACE OCCUPIED

While some collection material in digital formats may occupy physical space because of the media on which it is stored, the management of such material, including projecting future storage and preservation requirements, requires an understanding of the space it occupies in multiples of bytes.

Because the acquisition, description, management, and delivery of born-digital collection material differs, often significantly, from the same for collection material that has been digitized for purposes of online exhibition, service as a surrogate, or for generating derivatives, the guidelines encourage repositories to distinguish, whenever possible, “Born Digital” from “Digitized” collection material when conducting a measure of Digital Space Occupied. A third characterization -- “Digital of Mixed or Unknown Origin” -- is intended to acknowledge and account for the fact that some repositories, in some cases, may find it difficult to accurately and/or confidently distinguish files representing born-digital collection material from files representing digitized or reformatted collection material.

In the context of these guidelines, born digital refers to collection material that was created and is managed in a digital form. As such, all of the following should be categorized as Born Digital collection material:

- Content such as email, spreadsheets, documents, websites, and other files of any format created, maintained, and acquired from within a computing environment, obtained via server-to-server transfer, forensic imaging, or other process.
- Audio, video, and other file formats imaged, extracted, or otherwise copied from floppy disks, zip disks, external drives, digital cassettes, computer hard drives, or other storage media, in association with the migration of files to new external media, a server, or a cloud storage environment.
- Online exhibitions in which born digital or reformatted digital collection material has been contextualized by additional content (curatorial interpretation, narration, annotations, etc.) such that it constitutes a new resource that will be retained and preserved in perpetuity as collection material.

Similarly, in the context of these guidelines, Digitized refers to collection material that has been converted to and is managed in a digital form. As such, all of the following should be categorized as Digitized collection material:

- Analog audio and video that has been converted to a digital format
- Books, manuscripts, maps, photographs, posters, etc. that have been digitized for preservation, publication, online exhibition, or another purpose and retained and preserved in perpetuity as collection material.

When it cannot be determined if the files represent Born Digital or Digitized collection material, they should be categorized as Digital of Mixed or Unknown Origin.

A fundamental assumption to the measure of Digital Space Occupied that is called for in these guidelines is that only files that are actively managed as collection material for which the repository provides sustained stewardship are included. Digital files that are produced during the course of service provision, such as scans created in response to patron requests, are not included, nor are digital files created or received by the repository as part of routine operations (correspondence, administrative files, etc.) unless they have been formally accessioned and are being managed as inactive institutional records.

“Actively managed” implies that the files are in a preservation repository or other regularly backed-up storage environment -- that is, any configuration of hard drives, networked servers, and/or cloud-based storage for which measures to extend or ensure the viability of its contents are undertaken. Also implicit in this characterization of “actively managed” is the expectation that files that exist only on external media as acquired or received by the repository, and that have not yet been imaged or extracted to a managed preservation environment, are not to be included in a count of Digital Space Occupied.

The following points provide guidance when measuring Digital Space Occupied.

1. Digital Space Occupied is reported in multiples of bytes -- bytes, megabytes, gigabytes, and/or or terabytes -- at the discretion of the repository.
2. All collection material in digital formats should be categorized as one of the following: Born Digital, Digitized, or Digital of Mixed or Unknown Origin.
3. Digital files that are described online and therefore discoverable should be distinguished from digital files that have not yet been described online and are therefore not discoverable. Digital files do not need to be described at the file level to be considered “Discoverable.” When it is

not possible or practical to discern discoverability, report the Digital Space Occupied as “Discoverability Mixed/Unknown.”

4. The recommended counts for Digital Space Occupied do not require the categorization of digital files by types of collection material; this categorization is explicitly called for in the optional counts. The types include an “Other Collection Material” category for measuring Digital Space Occupied by files for which one cannot accurately and/or confidently discern the type of collection material represented by the files

The following resources may be helpful for calculating a measure of Digital Space Occupied:

- GbMb.org -- Data Storage Unit Conversion Calculators
<https://www.gbmb.org/>
- MBtoGB.com -- Megabytes to Gigabytes and Vice Versa
<https://www.mbtogb.com/>
- ConvertUnits.com -- Measurement Unit Converter
<https://www.convertunits.com/from/MB/to/GB>

CONDUCTING THE COUNTS AND MEASURES

Below are listed basic considerations and general instructions for conducting the recommended and optional counts and measures for Intellectual Units Held, Physical Space Occupied, and Digital Space Occupied. A corresponding table for each of the three counts and measures is provided in Appendix B.

Intellectual Units Held (Table 1)

Conducting a count of Intellectual Units Held requires taking into consideration the following three characteristics of the collection material: Type, Discoverability, and How Managed.

For the Recommended Counts: Consider only collection material that is Discoverable. Then consider Type and How Managed.

1. Categorize “online descriptions” as representing one of the following types of collection material:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material
- Computer Programs
- Graphic/Visual Material

- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings

2. Further characterize “online descriptions” according to how the collection material they represent is managed:

- As Items
- As Collections

For the Optional Counts: Consider only collection material that is not yet Discoverable. Then consider Type.

1. Categorize “not yet online” descriptions as representing one of the following types of collection material:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material
- Computer Programs
- Graphic/Visual Material
- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings

Physical Space Occupied (Table 2)

Conducting a measure of Physical Space Occupied requires taking into consideration the following two characteristics of the collection material: Type and Discoverability.

For the Recommended Measures: Consider Type only.

1. Categorize all collection material occupying physical space as one of the following:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material

- Computer Programs
- Graphic/Visual Material
- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings
- Other Collection Material

For the Optional Measures: Consider Type and Discoverability.

1. Categorize collection material occupying physical space as one of the following:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material
- Computer Programs
- Graphic/Visual Material
- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings
- Other Collection Material

2. Additionally, characterize collection material occupying physical space as one of the following:

- Discoverable
- Not Yet Discoverable
- Discoverability Mixed/Unknown

Digital Space Occupied (Table 3)

Conducting a measure of Digital Space Occupied requires taking into consideration the following three characteristics of the collection material: Type, Origination, and Discoverability.

For the Recommended Counts: Consider Origination and Discoverability only.

1. Categorize all files to be counted as one of the following:

- Born Digital

- Digitized
- Digital of Mixed or Unknown Origin

2. Additionally, characterize all files to be counted as one of the following:

- Discoverable
- Not Yet Discoverable
- Discoverability Mixed/Unknown

For the Optional Counts: Consider Type, Origination, and Discoverability.

1. Categorize all files to be counted as representing one of the following types of collection material:

- Archival and Manuscript Material
- Published Language Material
- Cartographic Material
- Computer Programs
- Graphic/Visual Material
- Moving Image Material
- Notated Movement
- Notated Music
- Objects/Artifacts
- Sound Recordings
- Other Collection Material

2. Additionally, categorize all files to be counted as one of the following:

- Born Digital
- Digitized
- Digital of Mixed or Unknown Origin

3. Further, characterize all files to be counted as one of the following:

- Discoverable
- Not Yet Discoverable
- Discoverability Mixed/Unknown

APPENDIX A: CATEGORIES/TYPES OF COLLECTION MATERIAL

Archival and Manuscript Material

Definition: Documents, or aggregations of documents, in any form or medium, created or received by a person, family, or organization, public or private, in the conduct of its affairs and preserved because of their continuing value.

Scope: Includes organic collections, artificial collections (including vertical files), records, and manuscripts. Manuscripts may take the form of fragments, scrolls, codices, or single or multiple sheets. Also includes data, email, and archived web content.

Published Language Material

Definition: Collection material consisting of content expressed through a form of notation for language and intended for distribution.

Scope: Includes books, e-books, pamphlets, single-sheet publications, and other formats of textual material, as well as formats that present non-textual content in book form, including artists' books and graphic novels.

Cartographic Material

Definition: Collection material consisting of content that represents the whole or a part of the Earth, any celestial body, or an imaginary place.

Scope: Includes cartographic datasets, images, moving images, and three-dimensional forms. Also includes atlases, diagrams, globes, maps, models, profiles, remote-sensing images, sections, and views.

Computer Programs

Definition: Collection material consisting of content expressed through digitally encoded instructions intended to be processed and performed by a computer.

Scope: Includes operating systems and applications software.

Graphic/Visual Material

Definition: Collection material consisting of content expressed through line, shape, shading, pigment, etc., intended to be perceived primarily in two dimensions.

Scope: Includes material in opaque and transparent formats, including those intended to be projected. Includes conventional still images as well as still images that give the illusion of depth or motion. Includes charts, collages, drawings, paintings, photographs (positives and negatives), postcards, posters, and prints. Includes interactive and/or dynamic materials such as advent calendars, anatomical flap books, paper dolls, volvelles, and computer aided design (CAD) and building information modeling (BIM) files.

Moving Image Material

Definition: Collection material consisting of recorded content expressed through images intended to be perceived as moving, and in two or three dimensions.

Scope: Includes motion pictures using live action and/or animation; film and video recordings, including digitally streamed content; and video games.

Notated Movement

Definition: Collection material consisting of content expressed through a form of notation for movement.

Scope: Includes forms of notated movement for dance and game play.

Notated Music

Definition: Collection material consisting of content expressed through a form of musical notation.

Scope: Includes choir books; table books; sheet music; vocal, instrumental, and conductor parts; and complete scores.

Objects/Artifacts

Definition: Collection material consisting of content expressed through a form or forms intended to be perceived in three dimensions

Scope: Includes artifacts (objects intentionally made or produced for a certain purpose) and naturally-occurring objects.

Sound Recordings

Definition: Collection material consisting of recorded content expressed through language or music in an audible form, or recorded content other than language or music expressed in an audible form.

Scope: Includes recordings of readings, recitations, speeches, interviews, oral histories, performed music, and natural and artificially-produced sounds, as well as computer-generated speech and music.

		Intellectual Units
Archival and Manuscript Material		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Published Language Material		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Cartographic Material		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Computer Programs		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Graphic/Visual Material		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Moving Image Material		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Notated Movement		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Notated Music		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Objects/Artifacts		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	
Sound Recordings		
	Discoverable, Managed as Items (Recommended)	
	Discoverable, Managed as Collections (Recommended)	
	Not Yet Discoverable (Optional)	

RECOMMENDED MEASURES		In Linear Feet	In Cubic Feet
<i>All, regardless of discoverability:</i>			
Archival and Manuscript Material			
Published Language Material			
Cartographic Material			
Computer Programs			
Graphic/Visual Material			
Moving Image Material			
Notated Movement			
Notated Music			
Objects/Artifacts			
Sound Recordings			
Other Collection Material (Not Categorized)			
OPTIONAL MEASURES		In Linear Feet	In Cubic Feet
Archival and Manuscript Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Published Language Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Cartographic Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Computer Programs			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Graphic/Visual Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Moving Image Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Notated Movement			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Notated Music			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Objects/Artifacts			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Sound Recordings			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		
Other Collection Material			
	Discoverable		
	Not Yet Discoverable		
	Discoverability Mixed/Unknown		

RECOMMENDED COUNTS		Born Digital	Digitized	Mixed or Unknown Origin
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
OPTIONAL COUNTS		Born Digital	Digitized	Mixed or Unknown Origin
Archival and Manuscript Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Published Language Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Cartographic Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Computer Programs				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Graphic/Visual Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Moving Image Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Notated Movement				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Notated Music				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Objects/Artifacts				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Sound Recordings				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				
Other Collection Material				
Discoverable				
Not Yet Discoverable				
Discoverability Mixed/Unknown				

APPENDIX C: GLOSSARY

This glossary identifies and provides a definition for the key terms that are employed in these guidelines. Although most of the definitions are adopted or adapted from existing, commonly-used standards and resources, in some cases the formulation of an original definition was necessary for the purposes of these guidelines. The standards and resources from which the definitions have been drawn include the following:

National and International Standards

- ANSI/NISO Z39.7-2013 Information Services and Use: Metrics & Statistics for Libraries and Information Providers -- Data Dictionary
- ISAD(G): General International Standard Archival Description -- Second edition
- ISO 2789:2013 Information and Documentation -- International library statistics
- ISO 5127:2017 Information and Documentation -- Foundation and vocabulary

Glossaries, Guidelines, Surveys, and Other Resources

- ACRL Academic Library Trends and Statistics Survey
- Describing Archives: A Content Standard (DACS)
- Descriptive Cataloging of Rare Materials (DCRM)
- Resource Description and Access (RDA)
- SAA Glossary
- SAA Word of the Week

Born Digital Created and managed in a digital form.

Byte A group of binary digits or bits (usually eight) operated on as a unit. Typically expressed in the following multiples:

- 1 kilobyte (KB) = 1000 bytes, commonly calculated as 2^{10} or 1024 bytes
- 1 megabyte (MB) = 1 million bytes, commonly calculated as 2^{20} bytes or 1,048,576 bytes
- 1 gigabyte (GB) = 10^9 or 1 billion bytes, commonly calculated as 2^{30} bytes
- 1 terabyte (TB) = 10^{12} or 1,000,000,000,000 bytes, commonly calculated as 2^{40} bytes

Container An enclosure for holding and protecting collection material and from which collection material is typically separated for use. Examples of containers include boxes, drawers, envelopes, folders, portfolios, and slipcases.

Copy A single exemplar or instance of a manifestation.

Derivative A digital file created from another digital file, intended for a purpose different than that of the original file.

Digital Expressed through a sequence of discrete units, especially binary code (i.e. the digits 0 and 1).

Digitized Converted to and managed in a digital form.

Discoverable Refers to any description of collection material that can be discovered by way of the web. Extends well beyond catalog records and finding aids to include a wide range of web content (blog posts, online exhibits, databases, lists of collections, etc.) as well as web-accessible content (documents, spreadsheets, etc.).

Holdings Collection material for which the repository provides sustained stewardship. Holdings consist primarily of collection material that has been formally accessioned by the repository. At the discretion of the repository, holdings may also include collection material that is on deposit at the repository and/or remote resources for which access rights have been acquired, at least for a certain period of time.

Intellectual Unit A coherent set of content, in any form, that can be understood and described as a unit.

Physical Unit A coherent document unit, inclusive of any protective devices, freely movable against other document units. Coherence may be achieved by, for example, binding, encasement, or digital containment. Examples of physical units include audio cassettes, computer discs, microfilm reels, rolls, sheets, video cartridges, and volumes.

Published Offered for sale or issued publicly by a creator or issuing body.

Surrogate A digital or physical copy created for the purpose of minimizing handling of the original and, once created, is what is delivered to users unless their research needs cannot be met by the surrogate.

Title A word or phrase by which the material being described is known or can be identified.

This page included to accommodate double sided printing.

ACRL Transmittal Sheet for Draft Standards and Guidelines

Title of Standard or Guideline:

Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries

Section or Committee Submitting:

Rare Books and Manuscripts Section (RBMS)

Submitting Section or Committee Chairperson:

Shannon Supple (RBMS Chair, 2018/2019)

Date of Previous Version:

N/A (these are new guidelines)

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

1. Published in *C&RL News*:
2. Disseminated on email distribution lists (with invitation to comment):

In **February 2015**, in an effort to learn more about how archives and special collections repositories are currently quantifying information about holdings, we issued a call for survey instruments, worksheets, methodologies, etc. to the following:

- ArchivesSpace Users Group
- Association for Recorded Sound Collections (ARSC)
- Association of College and Research Libraries (ACRL) Rare Books and Manuscripts Section (RBMS)
- Association of Moving Image Archivists (AMIA)
- Association of Research Libraries (ARL) Assessment Interest Group
- Big Ten Heads of Special Collections
- Council on Library and Information Resources (CLIR) Cataloging Hidden Collections Grant Recipients
- Midwest Archives Conference (MAC)
- New England Archivists (NEA)
- OCLC Research Libraries Partnership (RLP) Primary Sources Interest Group
- Society of American Archivists (SAA)

- Twin Cities Archives Round Table (TCART)
- Western Archivists (Society of California Archivists, Conference of Inter-Mountain Archivists, Northwest Archivists, Society of Rocky Mountain Archivists, Society of Southwest Archivists)

In **January 2017** we issued an invitation to comment on the first draft of our proposed guidelines for quantifying and sharing information about the holdings of archival repositories and special collections libraries, and in **May 2018** the same for a second, significantly revised draft, to the following:

- Archival Outlook (SAA p-newsletter)
- ArchivesSpace Users Group
- Association for Library Collections and Technical Services (ALCTS) Preservation and Reformatting Section (PARS)
- Association for Recorded Sound Collections (ARSC)
- Association of Canadian Archivists (ACA)
- Association of College and Research Libraries (ACRL) Rare Books and Manuscripts Section (RBMS)
- Association of Moving Image Archivists (AMIA)
- Association of Research Libraries (ARL) Assessment Interest Group
- Big Ten Heads of Special Collections
- Council on Library and Information Resources (CLIR) Cataloging Hidden Collections Grant Recipients
- In the Loop (SAA e-newsletter)
- Mid-Atlantic Regional Archives Conference (MARAC)
- Midwest Archives Conference (MAC)
- New England Archivists (NEA)
- OCLC Research Libraries Partnership (RLP) Primary Sources Interest Group
- Philadelphia Area Consortium of Special Collections Libraries (PACSCL)
- Society of American Archivists (SAA)
- Society of American Archivists (SAA) Archives Management Roundtable
- Society of American Archivists (SAA) Collection Management Tools Roundtable
- Society of American Archivists (SAA) Description Section
- Society of American Archivists (SAA) Manuscript Repositories Section
- Society of Florida Archivists
- Society of Georgia Archivists
- Society of Southwest Archivists
- Twin Cities Archives Round Table (TCART)
- Western Archivists (Society of California Archivists, Conference of Inter-Mountain Archivists, Northwest Archivists, Society of Rocky Mountain Archivists, Society of Southwest Archivists)

3. Published on Section website (with invitation to comment):

[Announcement: Guidelines for Standardized Holdings Counts and Measures](#) (June 20, 2018)

4. Public hearing held:

August 21, 2015 (at the SAA Annual Meeting): Open forum with the SAA-ACRL/RBMS Joint Task Force on the Development of Standardized Statistical Measures for Public Services in Archival Repositories and Special Collections Libraries and the SAA-ACRL/RBMS Joint Task Force on the Development of Guidelines for Primary Source Literacy.

August 4, 2016 (at the SAA Annual Meeting): Open forum with the SAA-ACRL/RBMS Joint Task Force on the Development of Standardized Statistical Measures for Public Services in Archival Repositories and Special Collections Libraries.

5. Other public discussions held:

The Task Force held formally scheduled, announced-in-advance, open-to-all meetings at the following:

- ALA Midwinter 2015 (Chicago IL)
- ALA Annual 2015 (San Francisco CA)
- SAA Annual 2015 (Cleveland OH)
- ALA Midwinter 2016 (Boston MA)
- ALA Annual 2016 (Orlando FL)
- SAA Annual 2016 (Atlanta GA)
- ALA Midwinter 2017 (Atlanta GA)
- ALA Annual 2017 (Chicago IL)
- SAA Annual 2017 (Portland OR)
- ALA Midwinter 2018 (Denver CO)
- ALA Annual 2018 (New Orleans LA)
- SAA Annual 2018 (Washington DC)

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

On December 9, 2014 we met via conference call with Jackie Dooley, the primary author of [Taking Our Pulse: The OCLC Research Survey of Special Collections and Archives](#). Jackie provided very helpful comments and advice both during and on several occasions after the call.

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

The *Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries* were developed as a joint/collaborative undertaking with the Society of American Archivists (SAA).

8. Other (please list):

Task Force members presented on the *Guidelines* at the following conferences:

- May 2015: Midwest Archives Conference (MAC) Annual Meeting (Lexington KY): “Assessment in Action: Using Results to Improve the Archival Experience”
- August 2015: Society of American Archivists (SAA) Annual Meeting (Cleveland OH): “Measure Up: Assessment Tools and Techniques from the Field” and “Collecting, Analyzing, and Acting with Assessment Data: A Community Conversation”
- April 2016: New England Archivists (NEA) Spring Meeting (Portland ME): “Standards and Best Practices for Metrics: Reports from the SAA-ACRL/RBMS Joint Task Forces”
- June 2018: Rare Books and Manuscripts Section (RBMS) Annual Conference (New Orleans LA): “Counting in a Common Language”

Date Approved by Section executive committee (if applicable):

Monday January 28, 2019

Date Approved by ACRL Standards Committee:

Date Approved by ACRL Board:

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

C&RL News:

Other (please list):

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



Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Policy Statement on Open Access to Scholarship by Academic Librarians revision

Submitted by: Kim Eccles, ACRL Standards Committee Chair

Date submitted: April 22, 2019

BACKGROUND:

The ACRL Board of Directors approved the “ACRL Policy Statement on Open Access to Scholarship by Academic Librarians,” developed by the association’s Research and Scholarly Environment Committee (ReSEC), during the 2016 ALA Annual Conference. While ACRL standards, guidelines, and frameworks are normally reviewed and revised on a five-year schedule, ReSEC decided that a revision of the statement prior to the usual timeline was in order.

The biggest factor in feeling the need to revise sooner rather than later is that, almost immediately upon the release of the statement, ReSEC heard comments from the scholarly communication community that the statement did not fully encompass what the community felt were the growing and expanding concerns of scholarly communication and open access. There was a feeling that the statement was largely about “articles” and did not really address the sense of “across the lifecycle” nature of scholarly communication interest in open access. ReSEC considered the feedback and requested guidance from the ACRL Standards Committee on expediting a revision of the statement outside the usual timeline so it would resonate with the professional community and reflect the whole range of open access interests.

An initial draft revision of the statement was distributed for comment through ACRL Insider in May 2018 and C&RL News in June 2018. Comments were then incorporated into the draft revision, a final version of which was then distributed to the ACRL Scholarly Communication Discussion List and a variety of experts in early March 2019 for additional final review. Complete details on the development process are available in the included Standards Transmittal Form (Doc 2.2b).

The final draft revision (Doc 2.2a) was sent to the Standards Committee in late March 2019. The Standards Committee reviewed and voted virtually to approve the revised statement in early April 2019.

ACTION RECOMMENDED: That the ACRL Board of Directors gives final approval to the revised version of the ACRL Policy Statement on Open Access to Scholarship by Academic Librarians.

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

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☒ **Research and Scholarly Environment**

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

☐ **Enabling Programs and Services**

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

FISCAL AND STAFFING IMPACT:

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

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

ACRL Policy Statement on Open Access to Scholarship by Academic Librarians - 2019 Revision

Scholarship by academic librarians advances the fields of library and information sciences, influences the practices of professions aligned with those fields, and informs effective advocacy. In support of transparency and increased access to library and information sciences scholarship globally, the Association of College and Research Libraries (ACRL) recommends as standard practice that academic librarians publish in open access venues, deposit in open repositories, and make openly accessible all products across the lifecycle of their scholarly and research activity, including articles, research data, monographs, presentations, digital scholarship, grant documentation, and grey literature. Authors should retain rights to these products of scholarship and make them available for reuse under an appropriate license.

When depositing any of these scholarly products in a repository, authors are responsible for following best practices for protecting sensitive data, determining at what date the deposited products become openly accessible, and taking into account applicable institutional or funder policies and other relevant considerations. Authors should follow accepted citation principles for attribution, unique identification, and persistence for all open scholarly products. [See Data Citation Synthesis Group: Joint Declaration of Data Citation Principles. Martone M. (ed.) San Diego CA: FORCE11; 2014 <https://doi.org/10.25490/a97f-egykh>.]

ACRL further recommends as standard practice that publishers of library and information sciences scholarship explore and implement open practices throughout the editorial process and adopt models to make publications, data, and associated scholarly products openly accessible without embargo. Librarians who are editors, reviewers, authors, grantees, or digital scholars should advocate open models of creation and dissemination with publishers, funding agencies, and project or program managers.

Original version:

ACRL Policy Statement on Open Access to Scholarship by Academic Librarians

Approved by the ACRL Board of Directors during the ALA Annual Conference, June 2016.

Scholarship by academic librarians advances the fields of library and information science, influences practices of aligned professions, and informs effective advocacy. In support of broad and timely dissemination of library and information science scholarship, the Association of College and Research Libraries (ACRL) encourages academic librarians to publish in open access journals. When academic librarians choose to publish in subscription-based journals, ACRL recommends a standard practice of depositing the final accepted manuscript in a repository to make that version openly accessible. The author should be responsible for determining at what date the deposited manuscript becomes openly accessible, taking into account applicable institutional or funder policies, as well as other relevant considerations. ACRL further encourages academic librarians to make other forms of scholarship, such as monographs, presentations, grey literature, and data, openly accessible.

It is also imperative that publishers of library and information science scholarship explore and implement publishing models to make their content openly accessible as soon as possible. Librarians who are editors, reviewers, and authors should assist with this effort by engaging with their publishers about these models.

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Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework:

ACRL Policy Statement on Open Access to Scholarship by Academic Librarians

Section or Committee Submitting:

Research and Scholarly Environment Committee

Submitting Section or Committee Chairperson:

Yasmeen Shorish

Date of Previous Version:

June 2016

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

☒ Published in *C&RL News* (date) June 2018

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

ACRL Scholarly Communications Discussion List, March 3, 2019

☐ Published in Section newsletter (date) _____

☐ Public hearing held [optional] (date) _____

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

Nicole Allen, SPARC, March 3, 2019

David Crotty, Oxford University Press and Scholarly Kitchen, March 3, 2019

Judy Ruttenberg, ARL, March 3, 2019

Antonia Seymour, IOP Publishing, March 3, 2019

Nick Shockey, SPARC, March 3, 2019

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

☒ Other (please list):

ACRL Insider, May 23, 2018

Date Approved by Section executive committee (if applicable) _____

Date Approved by Standards Committee ____April 5, 2019_____

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)

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



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

To: ACRL Board of Directors

Subject: Request to extend the ACRL/ALA/ARL IPEDS Task Force

Submitted by: Mary Jane Petrowski, ACRL Associate Director

Date submitted: April 19, 2019

Background

In 2015 ACRL, ALA, and ARL formed a joint advisory working group to advise the director of the IPEDS Academic Library Component regarding improvements to IPEDS definitions and to update the academic library community on changes. At that time ACRL President Karen Williams informed the Board of the creation of the informal working group. The initial working group developed many recommendations regarding definitional issues and responses to questions raised by the academic library community, all of which were accepted by IPEDS and implemented in the 2015 and 2016 survey cycles. Although the advisory working group completed its original charge as of July 28, 2016, the group identified additional issues requiring further deliberation including usage of electronic serials, shared collections, institutional repositories, and working with the Bureau of Labor Statistics to modify job categories for academic librarians. In November 2016 ARL and ACRL agreed that this informal group should keep working together to continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in line with current library practices. Representatives from ACRL, ALA, and ARL were asked to continue through 2019. As this group was informal, it is not transparent to the members that there was an official group, so the ACRL Board formally created this task force in FY17.

The director of the IPEDS Academic Library Component has been so pleased with the work done by the working group that he considers this group to be a de facto Technical Review Panel and there is an expectation that this group will continue to serve in an advisory capacity for the foreseeable future.

Proposed Name, Charge & Tasks

- **Proposed name:** ACRL/ALA/ARL IPEDS Advisory Task Force

- **Proposed charge:** 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.

Membership

The task force membership currently includes two co-chairs, one of whom represents ACRL and the other ARL. ALA is represented by Kathy Rosa, director, ALA Library and Research Center. ARL plans to extend invitations to three representatives while ACRL will need to identify three representatives (one of which will be the current chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board).

Timeline for completion of work

- **Date interim report is due:** 2020 ALA Annual Conference (June 2020)
- **Date final report is due:** 2021 ALA Annual Conference (June 2021)

Action Recommended

That the ACRL Board of Directors approves the extension of ACRL/ALA/ARL IPEDS division-level task force through 2021 with the name, charge and timeline below:

- Name: **ACRL/ALA/ARL IPEDS Advisory Task Force**
- Charge: 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.

Timeline:

- Date interim report is due: 2020 ALA Annual Conference (June 2020)
- Date final report is due: 2021 ALA Annual Conference (June 2021)

Strategic Goal Area Supported

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

☒ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Enabling Programs and Services**

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

Fiscal and Staffing Impact

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Appointments Board Working Group

Submitted by: Emily Daly (Convener), ACRL Director-at-large; Jeanne Davidson, ACRL Director-at-large; Karen Munro, ACRL President-elect; Lauren Pressley, ACRL President

Date submitted: 4/1/19

Background

Following the October 10–12, 2018, Strategic Planning and Orientation Session (SPOS), an Appointments Board Working Group was established to, “Review the appointments process for more inclusive language and transparency in the process.”

Since SPOS, the working group has met virtually and has made the following improvements to the ACRL appointments process:

- Added inclusive language to the [volunteer website](#), volunteer form and promotional materials.
- Added optional demographics questions (Doc 3.2) volunteer form. Data has been pulled and a summary will be shared with members.
- Gave additional guidance and provided additional training to Appointments Committee and ACRL section appointing authorities about the ACRL Core Commitment to equity, diversity and inclusion.

The working group is looking to implement the following for the current cycle:

- Demographics report out to membership at conclusion of appointments process.
- Send improved letter (Doc 3.3) on behalf of VP Karen Munro to non-appointed volunteers. Language was reviewed and revised by working group to be sure members who are not appointed have a better awareness of other ways to be involved within ACRL.

The working group is looking to implement the following for next year’s cycle:

- Create guidelines (Doc 3.1) to help potential volunteers and the Appointments Committee better understand what criteria is considered when appointments are made.
- Update volunteer website ([proposed revised site](#)) with improved web design.

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.

- Consider adding a question to the volunteer form to ask if a person has volunteered and not been appointed in the past. Draft question:
 - We would like to appoint as many new members to committees as possible and so are interested in hearing about your experience with the Appointments process. Have you volunteered before this year and not been appointed to a committee? Yes or No (required?) If you like, please describe your experience. (optional)

Questions for the Board to Discuss

1. What feedback does the Board have on the draft guidelines? (Doc 3.1)
2. Where should the Guidelines be posted? Should they be added to the volunteer website ([current site](#), [proposed redesigned site](#)), created as a LibGuide, or shared elsewhere?

Stakeholders

Some of these updates impact both division-level committee appointments and section appointments. As updates have been made or proposed, the sections staff liaison, ACRL Senior Program Officer Megan Griffin, has been notified and asked to seek input when it is needed from sections.

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.

ACRL DRAFT Guidelines for Division-Level Appointments

These guidelines are intended to help both the ACRL Appointments Committee and ACRL members understand which priorities are considered in appointing members to volunteer positions at the division level. These guidelines are not intended to serve as a strict rubric. Generally, the Vice-president and the Appointments Committee should approach appointments with a holistic perspective, seeking overall balance in service to the association's goals and priorities.

The ACRL Vice-president may wish to review these guidelines and make changes on an annual basis, or to consult with the Chair of the Appointments Committee, the ACRL President, Board members, or ACRL staff on setting or clarifying priorities for appointments.

As of Spring 2019, these guidelines are intended to serve both as guidance to the Appointments Committee, and also to be posted publicly online, to clarify ACRL's priorities in making volunteer appointments.

- ACRL has made a [core commitment to equity, diversity, and inclusion](#). Appointments should seek to offer leadership and service opportunities to members with this commitment in mind. Racialized and racially or ethnically underrepresented candidates should be offered opportunities wherever possible, in order to help ACRL 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.
- Candidates must be current members in good standing of ALA and ACRL and must remain so for the duration of their appointment.
- Candidates cannot serve on any committee for more than 5 consecutive years.
- Candidates must not hold more than 3 concurrent appointments within ALA or ACRL at any one time. If a candidate with 3 existing appointments wishes to take up additional appointments, they must resign from one of their current appointments.
- In general, appointments should seek geographic diversity on committees. This can include international representation, and/or it can include representation from different regions of the United States.
- In general, appointments should seek diversity in types of institutions represented on committees. Candidates from public, private, and non-educational (research) institutions, consortia, and other institutions should be included, as well as candidates from community colleges, four-year college and universities, and research and doctoral universities. Historically, community college representation is particularly needed in order to ensure equitable representation for colleagues employed in community colleges.
- In general, appointments should consider diversity in roles and duties represented on committees. Candidates from all areas of academic and research librarianship should be considered for appointment, although in some cases it may be important to appoint candidates with particular expertise to carry out particular duties.
- In general, appointments should seek to balance seniority, experience, and tenure in committees.

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Optional Questions for division-level committee and section volunteers

In our efforts to address equity, diversity, and inclusion across ALA, we are asking members to provide some additional information when they volunteer for committees. These are optional questions, but your participation is helpful.

Gender

- ☐ Female
- ☐ Male
- ☐ Self Identify
- ☐ Prefer not to answer

Race

(Choose all that apply)

- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Black/African American
- ☐ Hispanic/Latino
- ☐ Middle Eastern and North African
- ☐ Native Hawaiian/Other Pacific Islander
- ☐ White
- ☐ Self Identify
- ☐ Prefer not to answer

If you selected “Self Identify” above, please describe:

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Dear NAME,

As Association of College and Research Libraries 2018–19 President-elect, I'm writing to thank you for expressing your interest in serving on an ACRL division-level committee. We had many more volunteers than positions available and the Appointments Committee was challenged to select from so many qualified volunteers. At this time, most of our 2018–19 division-level committee positions have been filled, and I regret that we were unable to offer you a position this year.

I also wanted to let you know that there may be additional opportunities for service this year. Sometimes additional volunteers are needed throughout the year, for instance if the ACRL Board creates new task forces for special projects. We will post notices of these opportunities in [ACRL Insider](#), so please let us know if you see something that matches your skills and interests. I also hope that you will consider reapplying during the next appointment cycle, which will begin with a call for volunteers published in the December 2019 issue of *College & Research Libraries News*.

Committee service is only one of many ways to connect with colleagues through ACRL. Many members find active roles in sections and interest groups, or by writing for *C&RL News*, *C&RL*, *CHOICE*, or other ACRL publications. [\[Present at conferences--ALA and ACRL--and online fora.\]](#) If you are looking for other ways to get involved, the [ACRL Get Involved page](#) offers a complete guide to the many avenues ACRL offers to learn, contribute and lead.

As you may know, ACRL has made a [Core Commitment](#) to equity, diversity, and inclusion in our association. As part of that commitment and our efforts to increase transparency, I will be working with ACRL staff to generate and share a report about this year's appointment process. The report will include anonymized information about the appointments we make and the progress we are making toward a more equitable, inclusive, and diverse association.

The success of ACRL depends upon the dedication and service of members like you. Again, thank you for your willingness to share your time and talents with ACRL.

With warm regards,

Karen Munro
ACRL 2018–19 President-elect
karen_munro@sfu.ca

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ACRL Representative Report

Representative name: Tabatha Farney

Representative email: tfarney@uccs.edu

Unit representative to: Information Technology Advisory Committee (ITAC)

Report period: Midwinter 2019 (report submitted 1/28/2019)

Background Information

ITAC, formerly the Web Advisory Committee, works with ALA ITTS and ALA Council to recommend and review policies related to ALA's information technology services. While having a new charge and name, this committee is still working on adopting a functioning workflow. A new chair has taken over and is seeking to define and document this new workflow.

Major Activities of the Unit

The committee is seeking to define and document its activities. Previously, this committee was mainly a conduit to share information about ITTS projects to the various divisions/round tables represented. For this report, I highlight the committee's major discussion points:

- Need to define and document the role of representatives to the committee.
 - Main focus is improving communication between the committee and the various divisions/round tables.
- Reviewed the DelCor Executive Summary.
- Reviewed the ITTS report.
- Need to better define the role and output of this committee so it is a functioning group to the organization.
 - Includes new reporting process to formalize how the representatives submit reports from their divisions.

Implications for ACRL

- Need to define and document the role of representatives to the committee.
 - *Implication:* None.
- Reviewed the DelCor Executive Summary.

- *Implication:* DelCor consultants will be meeting with each division's executive director to better understand the digital assets (websites, blogs, social media, etc) produced and managed by each division. For ACRL, this is a large undertaking as each section has the autonomy to create digital content on non-ALA servers.
- Reviewed the ITTS report.
 - *Implication:* ITTS hired a consultant to improve the organization's implementation of ALA Connect. Based on the upcoming report (delivery date not set), the ACRL implementation of ALA Connect may be modified.
 - *Implication:* New ALA Connect modules will be added over 2019. This includes a mentor match module and a workspace module that includes document versioning and online voting/polling.
- Need to better define the role and output of this committee so it is a functioning group to the organization.
 - *Implication:* Need to better understand ACRL's information technology needs. Open/create communication channels between the different technology related groups within the ACRL structure to better advocate for their needs.

Upcoming Activities

- A small working group was identified to work on defining and documenting the role of the representative.
- An online meeting will be held in either February or March so the committee can discuss the role of the representative.
- Need to organize more meetings to craft agendas that support the need of ITTS, Council, and the divisions/round tables represented.

Note: My term ends at ALA Annual 2019 and I would be happy to onboard the next ITAC representative.

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ACRL Representative Report

Representative name: **Clem Guthro**

Representative email: **clemguthro@gmail.com**

Unit representative to: **ALA International Relations Committee**

Report period: **July 2018 – through Midwinter 2019**

Background Information

ALA's International Relations Committee helps the International Relations Office and thus ALA with international issues and policy recommendations. The Committee also champions the role of individuals in participating in International librarianship.

Major Activities of the Unit

- Reviewed nominations for ALA representative to the American Library in Paris. Passed recommendation on to ALA Board for approval
- Reviewed nominations for IFLA Governing Board and all of the IFLA Sections to which ALA belongs. Passed recommendation on to ALA Board for approval.
- ALA is partnering with IFLA on a webinar series
- The IRO helped coordinate a successful 5th Sharjah Library Conference in November in collaboration with the Sharjah International Book Fair and Combined Book Exhibit.
- The IRO reported on the number of international librarians at ALA Midwinter (• 162 librarians from 24 countries) and 38 vendors from outside the US.
- A major reception is being planned for International Relations at Annual in DC. The Library of Congress is the likely venue.
- There were reports from a variety of area committees, many which plan programs for annual.

Implications for ACRL

- With the increasing number of international relations that are coming to the US to participate in ALA, ACRL should consider if there is a market there for ACRL amongst that group of librarians and encourage them to become ACRL members.
- ACLR 2019 programming has a few "international" offerings but they are primarily geared towards libraries doing outreach to international students in the US. Perhaps

some programming that encourages US librarians to participate in international programs could be fruitful.

Upcoming Activities

- Planning for ALA Annual
- Working with IRRRT on reception for international attendees at ALA Annual. Working on Library of Congress as a venue

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



ACRL Representative Report

Representative name: Jill E. Burke
Representative email: jburke@ccbcmd.edu
Unit representative to: Literacy Assembly
Report period: Phone meeting in January and Mid-Winter Meeting

Background Information

The Literacy Assembly has a new chair and he has been busy with several other members to update the ALA Adult Literacy Toolkit. The phone meeting in January was to look at the work that has been done on this new toolkit. Here is the link to the **DRAFT**: <https://bit.ly/2Ev1bnJ>
The mid-winter meeting was to continue that work and work that is being done by another committee, the Committee on Literacy, on the literacy clearinghouse web site.

Major Activities of the Unit

- Update the Adult Literacy Toolkit
- Update the Literacy Clearinghouse web site

Implications for ACRL

- I am going to find a Community College that participate in literacy and ESOL programs to add to the Model Programs for the toolkit. This will help other Community Colleges if they wish to start a program.

Upcoming Activities

None that I know of other than continuing to work on updating the Literacy Clearinghouse and the Toolkit.

This page included to accommodate double sided printing.



An Invitation to Apply for the Position of Executive Director
American Library Association
Chicago, Illinois

Search Summary

Libraries are an iconic feature of American life. In study after study, libraries are ranked among the public's most trusted sources of information. They have introduced users to the joy of learning and the magic of books; have offered a safe and productive haven for study, research and reflection; and have transformed users' lives through educational programs and community resources. Not only have America's libraries changed the lives of many of their users, they themselves have transformed as societal needs, technology, and other forces in the economy have dramatically reshaped their role and nature. Libraries of all types have adapted to the digital age and are committed to meeting the evolving needs of their communities.

In July 2017, Executive Director, Keith Michael Fiels, retired after serving the American Library Association (ALA) for fifteen years. His tenure was marked by important developments in the field and the Association. Mary Ghikas, formerly Senior Associate Executive Director, is now serving as Executive Director. Mary will serve as Executive Director through ALA's Mid-Winter meeting, in January 2020. Upon the start of a new executive director, Mary will become Deputy Executive Director and she

will work to support the orientation and transition of the new executive director through ALA's annual conference in June 2020.

ALA seeks a dynamic, innovative, entrepreneurial, and experienced leader as its next Executive Director. Founded in 1876, ALA is the world's oldest and largest library association and promotes the work of libraries and the value of professional library and information science education. It advocates for issues and values that are important to the field and to a free and open information society. ALA achieves these goals through its programs, publications, conferences, professional development and outreach work. The Association, headquartered in Chicago, Illinois, represents over 58,000 members, and has a staff of 260 and an annual budget of \$52 million. The ALA also has an office in Washington, DC.

The Washington Office is charged with following and influencing legislation, policy and regulatory issues of importance to the library field and its public. The Washington Office works to ensure that libraries are consistently involved in the legislative and policy decision-making processes. The ALA Washington Office is involved in several collaborative relationships at the national level and works closely with ALA Chapters and other library-focused associations.

ALA has engaged Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed, in confidence, to the firm, as indicated at the end of this document.

THE ORGANIZATION

➤ History and Mission

Founded on October 6, 1876, during the Centennial Exposition in Philadelphia, the mission of the ALA is "to provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all." ALA is a 501(c)(3) association, incorporated in the Commonwealth of Massachusetts.

➤ **Core Values**

The Association is committed to:

- Extending and expanding library services in America and around the world
- All types of libraries – academic, public, school and special
- All librarians, library staff, trustees and other individuals and groups working to improve library services
- Member service
- An open, inclusive, and collaborative environment
- Ethics, professionalism and integrity
- Excellence and innovation
- Intellectual freedom
- Social responsibility and the public good

➤ **Strategic Priorities**

In June 2015, the ALA Council adopted a new Strategic Plan for the Association which outlined three strategic directions: *advocacy*, *information policy*, and *professional and leadership development*. In January 2017, the ALA Council adopted a fourth strategic direction: *equity, diversity and inclusion*. These strategic directions were identified as areas of intense focus for the next five years. For each strategic direction, goals articulate outcomes to be achieved and answer the question, “What would success look like?” Strategies are also in place for achieving each goal.

➤ **Governance Structure**

ALA is governed by an elected Council, which is its policy-making body, and an Executive Board led by the ALA President, which acts for the Council in the administration of established policies and programs. In this context, the Executive Board is the body that manages the affairs of the Association, delegating management of the Association’s day-to-day operation to the Executive Director. ALA has 37 standing committees and, as necessary, additional task forces and working groups. The Association’s operations are directed by the Executive Director and implemented by staff through a

structure of programmatic offices and support units.

ALA is home to eleven membership divisions each focused on a type of library or library function, and each having an executive director, board and staff to manage its membership and programs. In addition, there are twenty round tables each with its own board and limited staff support. The divisions and round tables have their own standing committees, subcommittees, task forces, and working groups. A network of affiliates, chapters, and other organizations enables the ALA to reach a broad and diverse audience.

➤ **Staff and Office Locations**

The Executive Director currently has ten direct reports: Associate Executive Director, Washington Office; Associate Executive Director, Human Resources; Associate Executive Director, Publishing, Associate Executive Director, Offices and Member Relations; Chief Financial Officer; Director Governance; Director, Center for the Future of Libraries; Director, Communication and Marketing; Director, Chapters & International Relations; and Director, Information Technology and Telephone Services. The majority of the 260-member staff is based in the Headquarters Office in Chicago, Illinois. Other office locations include Washington, DC where the national advocacy office is located; Pennsylvania where the United for Libraries staff is based; and Connecticut where the ACRL CHOICE publishing arm is based.

➤ **Budget**

The current operating budget of ALA is \$52 million. Major revenue sources include publishing income (34%); meetings & conferences (26%); dues (16%); grants and awards (10%); interest and dividends (3%); and other (11%). Major categories of expenses include, but are not limited to programming, staff salaries and benefits. The ALA endowment is currently valued at over \$40 million.

For additional information about ALA, including its various programs and services, please visit the organization's website at www.ala.org

The ALA Executive Director also serves as Executive Director of the ALA-Allied Professional Association

(ALA-APA), a 501(c)(6) association incorporated in the State of Illinois. The ALA-APA exists to provide individual professional certification and to advocate for improved salaries and status for library workers. The ALA-APA is governed by a Council and Board of Directors, whose members are those individuals who serve concurrently as members of the ALA Council and ALA Executive Board.

PRINCIPAL RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

The Executive Director is appointed by and reports to the ALA Executive Board. He/she is a non-voting, ex-officio member of the Executive Board and serves as secretary for both the Board and the ALA Council, the governing body of the Association. Principal responsibilities of the role are:

➤ Leadership

- Provide the vision and inspiration to carry out the mission of ALA.
- Represent the interests of ALA and its membership by providing long-range planning, both strategic and operational; leading the strategic planning process; taking a proactive approach to determining the current and future needs of the Association. Administer ALA policies. Work effectively with the Executive Board and Council to develop, recommend and implement new or enhanced policies.
- Establish and sustain close working relationships with ALA leadership to maintain effective lines of communication with all membership units, divisions, affiliates and committees of the Association.

➤ Management

- Maintain a sound operational structure for ALA. Provide for organizational effectiveness, management continuity, accountability, sustainability, and diversity in hiring and placement. Sustain a proactive, results-oriented staff that demonstrates teamwork and mutual support and functions effectively across the units of the organization. The Executive Director will capitalize on the talent and interests of the ALA membership and staff.

- Expand the Association's current equity, diversity and inclusion initiatives and support affirmative action requirements by creating and managing a diverse ALA workforce. Actively support ALA's scholarship efforts to recruit people of color and other underrepresented groups to the profession.
- Establish a framework of sustainability to guide the association's work based on a triple bottom line, *environmentally sound, economically feasible, and socially equitable*.
- Recognize the important and unique role libraries play in wider community conversations about resiliency, climate change, and a sustainable future and begins a new era of thinking sustainably in order to consider the economic, environmental and socially equitable viability of choices made on behalf of the association.
- Pursue sustainable choices when planning conferences and meetings and to actively promote best practices of sustainability through ALA publications, research and educational opportunities to reach our shared goal of vital, visible and viable libraries for the future.
- Provide the Board and membership with ongoing evaluation regarding the efficiency and effectiveness of Association activities, programs, and services. Plan, organize, and direct ongoing membership promotion and retention programs and membership activities. Support the Executive Board and enable it to work effectively.
- Support the work of the Council, the offices and boards of the ALA's divisions and roundtables, committee chairs, sponsors, exhibitors, and program participants in the development of plans and programs for Association conferences and similar activities.
- Coordinate, guide, and integrate the activities of the ALA units, including divisions and roundtables, with the ALA mission, goals and priorities.

➤ **Financial Oversight**

- Oversee, manage, and expand the financial assets and affairs of the Association, which currently include a large operating budget from multiple sources, a growing endowment, and ALA owned real estate.
- Coordinate the preparation, approval, and presentation of financial plans, annual budgets, audits, etc. Ensure that appropriate accounting practices are followed and that all necessary financial and budgetary records are maintained within each ALA unit.
- Work with the Board, the Council, the ALA Endowment Trustees, the ALA Development Office and other individual units of the Association to develop additional sources of revenue for the Association. Direct the ALA Development Office's fundraising activities in support of the Association's mission and goals and support the fundraising efforts of ALA's constituent units. Advance the goals of the organization through well planned, diverse development activities.

➤ **Representing ALA**

- Promote the image and position of ALA by partnering with the ALA President and representing the Association. Establish and maintain effective relationships with other related or affiliated organizations in the library and information science world and beyond.

MAJOR CHALLENGES AND OPPORTUNITIES FACING ALA AND THE NEXT EXECUTIVE DIRECTOR

As people across the library community have been asked about the future, the core response has been consistent. Libraries and library-related work are changing rapidly and will continue to evolve as communities change, as technology changes options. For those who work in the library world, there are both opportunities and challenges. How, then, does ALA need to change in order “to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all”?

To do this important work for libraries and, ultimately, for all the diverse populations they serve, it is essential that ALA continue to innovate, grow, and focus on its mission and members who, working with staff, enable us to achieve critical goals. It also means ALA must be financially and operationally strong, nourish strong collaborations internally and externally, and be able to focus resources, including the valuable work of ALA members and staff, on work that moves the Association forward toward shared goals. That work – the work of change – is embodied in a series of multi-year projects we have described as our “streams of change.”

STREAMS OF CHANGE

➤ Investment Budget / ALA Headquarters Building

The approved FY2019 budget begins a 3-year investment cycle designed to build capacity in critical infrastructure areas (information technology), in revenue growth (Development), and in a core mission-forward activity (advocacy). During this period, ALA will utilize its strong financial position to improve operational capacity and businesses to sustain the growth of the Association following this investment cycle.

At their Fall 2017 (FY2018) meeting, the ALA Executive Board and Management discussed a package of forward steps including internal reorganization, various revenue growth strategies, and strategic use of a portion of ALA’s net assets. As part of that process, the Board authorized Management to engage a commercial real estate firm to examine the “highest and best use” of ALA’s real estate in Chicago, based on both investment and ongoing operational needs of the Association. Based on responses to an RFP, Cushman and Wakefield was retained and reported to the ALA Executive Board at the 2018 Annual Conference.

On December 18, 2018, ALA’s Executive Board agreed to sign a letter of intent with an external party interested in buying ALA’s Chicago real estate assets. ALA has now entered a period of review that will continue over the next three to four months as the parties proceed with due diligence and negotiations. At the end of that period, approximately the end of May 2019, ALA will know the outcome of the proposed sale transaction.

Concurrently, ALA management has engaged the services of an architect and a change management specialist to begin a parallel process of reviewing options for a new workspace and understanding how ALA can use this opportunity to improve its culture of innovation and collaboration. ALA is committed to finding a new home in downtown Chicago, convenient to public transportation for both staff and visiting members. If the deal currently on the table is completed, ALA could potentially be looking at a move by the end of calendar 2019. If ALA moves, the Association believes that it will be in a better position to succeed and lead in the future. If there is no move, ALA is confident the current analysis and assessment will still serve the Association well as we go forward.

Members have asked how proceeds from a potential sale would be used. Essentially, ALA is seeking to convert a real estate asset to an endowment asset, where it will generate additional operating revenue for the Association and its various programs. While some of the proceeds will be used in the move itself, most of the proceeds will be invested in the ALA endowment.

➤ **Organizational Effectiveness and Governance Review**

At the 2018 Midwinter Meeting in Denver, the Board issued a call for ALA Council, Committees, Round Tables, Divisions and the myriad Communities of Practice to consider what it would take to align ALA's organizational structure, policies, and rules with the Association's mission and its 21st century values, key action areas and strategic directions.

A Steering Committee on Organizational Effectiveness (SCOE) was charged "to carry out a comprehensive review and study of ALA's governance, member participation and legal structures and systems, with the goal of proposing changes that will revitalize its success, strength and agility as a 21st century association." The overall effort is led by an executive team including ALA Past President Jim Neal, ALA President-elect Wanda Brown, SCOE Chair Lessa Kanani'opua Pelayo-Lozada, and ALA Executive Director Mary Ghikas. External support is provided by Paul Meyer and Jim Meffert of Tecker International, a consulting firm retained by ALA management to facilitate the organizational effectiveness study. At the recent 2019 Midwinter Meeting, informed by feedback from ALA members over the years and a series of phone interviews conducted by Tecker International, members discussed what is/is not working, drivers of change, and broad concepts for a possible future. Discussions will continue at the 2019 ALA Annual Meeting in Washington, DC.

➤ **Membership and Communications Study**

In spring 2018, ALA contracted with Avenue M, a Chicago-based consulting firm, to conduct communications and membership studies, with the goal of improving services for and communication with members. A series of questions were posed that are relevant to current discussions:

On Membership

- What are the barriers that may prevent individuals from joining ALA?
- Are there membership models that might better respond to the needs of current and prospective members?
- How might we improve or increase member engagement?

On Communications

- How do we refresh and refocus our message framework?
- How do we focus individual communications to avoid “over-communicating” with members – a frequent member complaint?
- How might we more effectively coordinate and collaborate across the Association – again, to avoid “over-communicating” and confusion?

In July 2018, a survey of ALA members, as well as former members, was conducted. The purpose of the study was to better understand the interests, needs and motivations of current and former members, as well as some individuals in the field who have never been ALA members. The survey was delivered to 65,152 individual email addresses, with responses received from 10,386 (16%).

Top-level survey results have been shared with SCOE and are helping to inform their discussions on organizational effectiveness. Survey results relevant to conferences were also shared with the ALA Conference Committee, to help them in their discussion of Annual Conference and Midwinter Meeting changes. Among the “top-level” results were the following:

- ALA members are drawn to ALA because they see the Association as an advocate for the profession.
- While 49% of members responding were satisfied with their ALA membership, only another 8% were extremely satisfied. That suggests that the current focus on rethinking ALA for a changing world is both timely and worth the effort being invested by member leaders and staff.
- Two-thirds of ALA members pay their own membership dues.
- The most widely-utilized ALA benefits include *American Libraries* magazine, ALA Annual Conference, AL Direct, ALA eLearning and ALA Standards and Guidelines.
- The number one professional challenge reported was keeping up-to-date with new trends and developments in the field.

The extensive survey results and consultant recommendations are still being reviewed by ALA staff and committees. They are expected to inform changes in processes, communications and structures over the coming year. Implementation of communications recommendations is being led by a newly-reorganized Communications and Marketing Office, with initial investment recommendations expected with the FY2020 budget. Implementation of membership recommendations is being led by the ALA Membership Office (Director search underway), working with ALA Divisions and other units.

All recommendations are being coordinated with work underway on ALA organizational review (SCOE) and ALA internal changes (including IT assessment).

➤ **Internal Changes and IT Assessment**

Internal assessment and realignment are also needed in order to allocate essential staff resources to critical areas, to support changing workflows and changing member needs, and to take best advantage of new approaches and new opportunities in critical support and mission areas. Internal changes to date are “neutral”; that is, they assume no particular outcome to the Organizational Effectiveness/Governance Review. Overall, increased simplicity and clarity is assumed.

While IT is an area of major investment, the combination of ALA’s complexity and rapidly changing technology strongly suggested the need for an external assessment. In summer 2018, management contracted with DelCor, an IT consulting firm whose practice is based in associations and other

nonprofits, to conduct an assessment of ALA IT. Consultants have delivered recommendations based on their initial consultancy and next steps are being reviewed. An interim Chief Information Officer (CIO) has been retained through DelCor. An audit of ALA digital assets will be completed in 2019, on contract with DelCor.

➤ **Aligning Advocacy – Stronger Chapter/State Relationships**

Working closely with Chapters and other State Associations (e.g., AASL Affiliates, ACRL Chapters and others) ALA will build a national network of key library advocates. To provide a strong resource base for this network, ALA has brought together advocacy resources in both the Washington Office and Chicago headquarters, under the director of Washington Office. ALA is also enhancing technology support, piloting an application of Salesforce.

- The national network will build on -- and more effectively utilize -- ALA's most significant strength: a national membership reaching into communities of all sizes and characteristics.
- The national network will ground advocacy in community-based relationships and knowledge, and also magnify that impact through the network and through national communications.
- It recognizes that while we are bound together by essential values and a fundamental belief in the importance of libraries and library people, libraries themselves are rooted in a local community – academic, civic, school or corporate.
- Basing a national advocacy network structure firmly on a local base is an approach to stability and sustainability in an unstable world. It strengthens focus on local relationships, provides a solid foundation for national advocacy and strengthens libraries, beginning at the local level and reaching to the national level.

➤ **ALA Midwinter Meeting**

Over the past two years, the ALA Conference Committee has discussed options to (a) change Midwinter, (b) eliminate Midwinter or (c) eliminate the present Midwinter but replace with an alternative event. At Mid-Winter 2019, in Seattle, the ALA Conference Committee led discussions and obtained feedback on a proposal to replace the current Midwinter Meeting with an alternative event.

The proposed event – as yet unnamed – would be strongly focused on content in two areas:

- Leadership, Strategy & the Future, building on the successful Symposium of the Center for the Future of Libraries, currently offered in conjunction with the ALA Midwinter Meeting. It will address both topics (or *what* to know) and skills (or *how* to know).
- Building on the strength of the Youth Media Awards, the Andrew Carnegie Medal Announcements and similar events, a second strand would focus on books, literacy, multimedia collections and services to children, teens and adults.

In addition:

- Key governance groups and content will occupy separate times, enabling leadership to participate with other members in important discussion on future trends, directions and concerns.
- Session formats will include information sessions, interactive workshops and “campfire” discussions.
- Exhibits will continue to play a major role, with changes in format still under discussion.
- Initial implementation of planned for January 2021, in Indianapolis, and January 2022, in San Antonio.

➤ **QUALIFICATIONS**

ALA seeks a dynamic, innovative, entrepreneurial, and experienced leader as its next Executive Director. A Bachelor’s degree is required. An advanced degree is strongly preferred. An ALA accredited Master’s Degree or a CAEP accredited Master’s Degree with a specialty in School Library Media is preferred.

The following qualifications represent the broad set of experience, knowledge, and personal attributes deemed important for success in this role.

➤ **Experience**

- Demonstrated successful, senior management level experience managing a complex organization, leading strategic planning, and implementing significant organizational change. Experience managing in a rapidly changing environment is critical.
- Successful experience balancing the business and nonprofit, mission-driven sides of an organization. Must have a record of prior involvement in professional association activities, preferably in the area of library and information science.
- Demonstrated success in fundraising.
- Proven track record providing strong and capable leadership in managing change; recommending, developing and implementing policy and programs; and mediating or resolving issues among membership, staff, and others.
- Demonstrated diplomacy and consensus-building experience among diverse constituencies, such as governing bodies, staff, members, and external partners.
- Cross-cultural experience and sensitivity.
- A record of achievement and demonstrated leadership skills managing a variety of functions and programs involving volunteers and professional staff.
- Demonstrated ability to work effectively with a governing board, including the ability to adapt to an elected leadership that changes on an annual basis.
- Evidence of financial and business sophistication in managing an organization or a significant part of a large organization with multiple funding sources.
- Knowledge of external stakeholders with whom ALA engages including public officials, the media, and community and business leaders.
- Demonstrated proactive experience in promoting diversity and inclusion and working effectively with a diverse workforce and/or population.

➤ **Knowledge**

- Based on his/her knowledge and experience, take a leadership role in articulating and seeking to advance the interest of libraries and librarianship. Able to demonstrate a deep understanding of the challenges and opportunities facing libraries and librarianship at the local, state, national and international levels.

- Deep understanding of and commitment to equitable access to information and intellectual freedom.
 - Strong business and financial acumen.
 - Demonstrated understanding of established and emerging technologies and their applications to information access and delivery to the Association and to its members. Must also understand the policy implications of new technologies and how they affect libraries, intellectual freedom, and access to information. Comfortable and experienced with the use of technology, including social media, to accomplish the mission and goals of an organization.
- **Professional and Personal Attributes**
- Enthusiasm for the mission and goals of the American Library Association.
 - A visionary who can convert vision into strategy and then into concrete action steps.
 - Willingness to listen and learn coupled with a sense of urgency and a bias toward action.
 - Effective outreach and presentation skills to enhance public perception of libraries of all types and to position the Association externally as a credible and influential advocate. Interest in the external dimension of the role and in developing partnerships and initiatives with other organizations.
 - Strong sense of accountability; highest levels of personal and professional integrity.
 - Outstanding communication skills with an ability to listen, speak extemporaneously with a variety of audiences, and inspire others.
 - A management philosophy that emphasizes participation, inclusion, collaboration, consensus building, trust, transparency, and results.
 - Approachability; ability to connect effectively with a highly diverse set of stakeholders and partners.
 - Intellectual curiosity.
 - Adaptability; high tolerance for complexity, change, uncertainty and ambiguity.
 - Good judgment and maturity; high emotional intelligence.
 - High energy, dynamic, optimistic.
 - Strategic, creative, and has the ability to promote innovation in others.

- Candid, authentic, healthy ego, ability to manage stress with grace and resilience; a sense of humor.
- Willingness and ability to travel approximately 35% annually, including international travel.

ALA offers a competitive salary based on experience. ALA offers a comprehensive and valuable benefits package that includes generous paid vacation and retirement annuity.

APPLICATION PROCESS

Evaluation of prospective candidates will begin immediately. Applications and nominations should be sent to: <https://www.imsearch.com/search-detail/S6-883>. For best consideration, please submit application materials by July 1, 2019.

Inquiries and referrals should be addressed to:

Pamela Pezzoli or Marc St. Hilaire
<https://www.imsearch.com/search-detail/S6-883>
Isaacson, Miller
1300 19th Street NW,
Suite 700
Washington, DC 20036
Phone: 202-682-1504

The American Library Association is an equal opportunity employer: Disability/Veteran



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Memo

To: ACRL Board of Directors
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: April 16, 2019

Re: 2nd Quarter Report, FY 2019

The attached spreadsheet (Doc 6.1) details the performance for the second quarter of FY2019, ending February 28, 2019. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY17 2nd quarter actual so comparisons between two budgets in ACRL conference years can be made.

Executive Summary

ACRL Total	FY19 2nd Q Actual	FY19 2nd Q Budget	Var.	FY17 2nd Q Actual	Var. FY17 to FY19
Revenues	\$1,002,447	\$1,054,473	(\$52,026)	\$978,458	\$23,989
Expenses	\$1,815,109	\$1,656,302	\$158,807	\$1,775,647	\$39,462
NET	(\$812,662)	(\$601,829)	(\$210,833)	(\$797,189)	(\$15,473)

CHOICE Total	FY19 2nd Q Actual	FY19 2nd Q Budget	Var.	FY18 2nd Q Actual	Var. FY18 to FY19
Revenues	\$1,225,868	\$1,344,654	(\$118,786)	\$1,428,980	(\$203,112)
Expenses	\$1,513,430	\$1,416,621	\$96,809	\$1,470,034	\$43,396
NET	(\$287,562)	(\$71,968)	(\$215,595)	(\$41,054)	(\$246,508)

ACRL's revenues are running 5% or \$52,026 below budget and expenses are 35% or \$158,807 above budget, leaving a net negative expense 35% more than budget. While we have budgeted a deficit for this year to spend down the net asset balance, this deficit is more the result of timing.

ACRL Revenues

Professional Development

ACRL 2019 Conference: ACRL's biggest revenue generator is the ACRL Conference and revenues from that will not appear until April as they are recognized only after we have held the event. Here is an unofficial look at the numbers; we should have reports from ALA for the Annual Conference report:

- As of April 17: 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) representing 101% of our 100% of F2F registration revenue (\$1,289,556) and 98% of our 100% total budget, including F2F+VC (\$1,328,834). Registration revenue is \$1,303,305.
- Colleagues fundraising committee has worked exceedingly hard to secure donations; pledges are currently at \$407,350 which is 136% of the \$300,000 fundraising goal. Donations in hand total \$387,850 and staff is working to track down those remaining pledges.
- ACRL sold 330 exhibit booths representing 224 companies, 95% of budget with \$844,388 in revenue, rather than the \$900,000 budgeted.

These figures would bring us in right about at budget for gross revenues although we are awaiting final sales commission expenses, etc. so there will be some variance.

Roadshows are underperforming in part due to the need to develop new content and are currently \$30,155 or 48% under budget. A RoadShow showcase was held at ACRL 2019 that we hope will drive more interest.

Webinars are below budget in part due to the ACRL Conference; less time can be devoted to developing/hosting webinars in the run-up to the conference. More are scheduled in the coming months as well as a series and we should make budget by year-end.

Membership: ACRL membership is just 1% below budget, coming in at \$298,835 against a budget of \$301,508. This small decline is actually an improvement over our slow but steady decline. With the ACRL 2019 Conference we may meet budget this year.

Publishing

Serials: Advertising and royalty revenues in *C&RL* are 5% or \$404 below budget. *C&RL News'* revenues are 2% below budget with online advertising 12% or \$5,460 below budget, while classified advertising was 8% or \$14,414 above budget at \$208,814; subscriptions exceeded

budget by 5% or \$373. *RBM* revenues are 2% above budget due to timing, but we are projecting to end the year slightly below budget anticipating a continual drop in subscriptions presumably as more turn to the open access version.

Book sales are currently 7% below budget, although we should be close to budget by year end. A number of new titles will be published in the next few months. Interesting to note that sales of e-books have exceeded YTD budget, while sales of print books lags. Sales of Trends & Statistics and ACRL Metrics are doing well, exceeding budget by 5% or by \$2,105.

ACRL Expenses

Expenses were 10% or \$158,807 more than budget with expenses of \$1,815,109 against a budget of \$1,656,302. Nearly \$90,000 of this differential can be attributed to timing of expenses related to the ACRL 2019 Conference and the rest can be attributed to technical support and web operating expenses for Project Outcome that were paid earlier than budgeted.

As always, we will carefully monitor expenses against budget and expect a big increase in expenses third quarter for the ACRL Conference, which should be offset by the recognition of revenues from the ACRL Conference.

ACRL Net revenue

ACRL ended the second quarter with net expense of -\$812,662 against a budget of -\$601,829 or \$210,833 or 35% more than budgeted.

ACRL LTIs

ACRL's long-term investments regained some of its value since November ending with a net asset balance of \$4,878,888 after posting \$4,759,605 on November 30, a drop from the starting fiscal year value of \$4,956,786.

Choice Performance Discussion

The decision, in mid-January, to write off the expenses incurred in developing the now-discontinued *Open Choice*, our proposed discovery and evaluation service for open educational resources, injected some \$312,236, all unbudgeted, into the FY19 performance reports. Of these, \$135,912 were reported as operating expenses, negatively affecting the net revenue balance shown on line 9, below. An additional \$176,324 write-down (line 11) reflects capitalized software development charges incurred during prototyping.

Table 1: Choice Unit Performance

		February 2019						
Line	CHOICE 404	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
2	TOTAL REVENUES	1,344,653	1,225,868	(118,785)	-8.8%	1,436,480	(210,612)	-14.66%
8	TOTAL EXPENSES	1,416,622	1,513,430	(96,808)	-6.8%	1,470,034	(43,396)	-2.95%
9	Net Revenue/(Expense) from Ops	(71,969)	(287,562)	(215,593)	-299.6%	(33,554)	(254,008)	-757.01%
10	NAB Transfer	(225,000)	0	225,000	-100.0%	0	0	#DIV/0!
11	Open Choice writedown	0	176,324	176,324	#DIV/0!	0	176,324	#DIV/0!
12	Net Revenue/(Expense)	153,031	(463,886)	(616,917)	-403.1%	(33,554)	(430,332)	1282.51%
13	Ending Net Asset Balance	153,031	2,462,408	2,309,377	1509.1%	2,499,741	(37,333)	-1.49%

REVENUES

On paper, Choice revenues are significantly below both budget and prior year. However, as discussed in the sections below, revenue shortfalls in webinars and royalties are only timing errors and do not reflect actual performance. Print, and to a lesser degree digital, advertising alone is the source of genuine revenue shortfalls.

Table 2: Choice Unit Revenues

	February 2019						
REVENUE							
SOURCE	Budget	Actual	Var	% Bud	Prior Year	Var	% Prior
Subscriptions	651,893	698,818	46,925	7.20%	707,957	(9,139)	-1.29%
Advertising/Sponsored Content	304,960	249,653	(55,307)	-18.14%	346,050	(96,397)	-27.86%
Webinars (gross)	79,688	42,150	(37,538)	-47.11%	46,750	(4,600)	-9.84%
Royalties	251,112	193,903	(57,209)	-22.78%	275,043	(81,140)	-29.50%
Other §	57,000	41,344	(15,656)	-27.47%	60,680	(19,336)	-31.87%
Total Revenue	1,344,653	1,225,868	(118,785)	-8.83%	1,436,480	(210,612)	-14.66%

Subscriptions: Surprisingly, subscriptions are holding their own against budget thus far this year. Both *Choice* magazine and *Reviews on Cards* are flat to budget and only slightly behind prior year, while *Choice Reviews* is trailing budget by only 3%. *Resources for College Libraries* is ahead of budget, but only because the February budget included only the first of four quarterly payments from ProQuest rather than the two that have actually arrived. Through two payments, year-to-date subscriptions are actually running about 5% *below* last year, perhaps reflecting changes (again!) in ProQuest sales strategies. *ccAdvisor* is ahead of both budget and prior year, but the true strength of the product remains to be tested, as subscriptions are only this month (April) migrating to the EBSCO sales force.

Table 3: Subscriptions

	February 2019						
REVENUE							
SUBSCRIPTIONS	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	205,314	202,597	(2,717)	-1.32%	210,817	(8,220)	-3.90%
Choice cards	47,686	47,789	103	0.22%	49,900	(2,111)	-4.23%
Subtotal Choice Print	253,000	250,386	(2,614)	-1.03%	260,717	(10,331)	-3.96%
Choice Reviews	344,612	333,928	(10,684)	-3.10%	340,672	(6,744)	-1.98%
Total Choice	597,612	584,314	(13,298)	-2.23%	601,389	(17,075)	-2.84%
ccAdvisor	18,750	26,143	7,393	39.43%	13,314	12,829	96.36%
Resources for College Librar	35,531	88,361	52,830	148.69%	93,254	(4,893)	-5.25%
TOTAL SUBSCRIPTIONS	651,893	698,818	46,925	7.20%	707,957	(9,139)	-1.29%

Average print circulation for *Choice* has, at least for the moment, leveled off at almost exactly last year's figure for February, and *Reviews on Cards* is down about 10% at the same point. These rates of decline are consistent with performance over the past half-decade.

Advertising and Sponsorships: It is in advertising, and in particular print advertising in *Choice* magazine, that we are experiencing the most significant shortfalls, as our diminished circulation and an industry-wide reassessment of ROI for space ads are now having a major impact on our business. Already some \$52K below last year, magazine ad sales are now projected to finish the year at least \$100K below budget in gross sales.

This trend (for it seems likely to be more than a temporary disruption) lends increased importance to the other elements of our advertising program, and we have been fortunate over the past four years to have anticipated shifts in the marketplace—away from static advertising and toward direct engagement with members and subscribers. In FY15, print advertising comprised 62% of our total advertising and sponsored content budget; in FY18, 49%; and if current estimates hold, *Choice* ads will account for no more than 43% of the advertising budget in FY19. During this same period, losses in space advertising have been offset by the growth of our webinar program; the development of The Authority File, our podcast series; and, latterly, the publication of sponsored surveys and white papers.

Table 4, below, summarizes year-to-date net sales based on the performance reports. The picture it paints, however, is more a matter of timing than of performance. With the benefit of the foresight afforded us by our internal reporting systems, it is possible to look at total bookings garnered thus far through the end of the fiscal year and to make reasonable assumptions about full-year performance. As noted above, *Choice* will be fortunate to finish the year with gross sales of \$300K, a full \$100K below budget. *Choice Reviews* is currently at 83% of budget through the end of the year and should finish around \$180K in gross sales, off \$20K from its budgeted \$200K. Podcasts, budgeted for \$15.5K, are already at \$31K, and surveys, currently at \$17.5K, are one contract short of making budget at \$40K. Despite the figures shown below, webinars have now generated \$164K in total bookings, on a budgeted \$187.5K for the full year. That said, the window for further bookings for this year is rapidly closing, and it is possible that no further contracts will be written. Even so, committed FY19 webinar revenue now stands at \$37.5K above last year.

Table 4: Advertising and Sponsorships

	February 2019						
REVENUE							
ADVERT & SPONSHIPS (net)	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Mobile app (deprecated)	0	0	0	#DIV/0!	10,485	(10,485)	-100.0%
Choice magazine	193,500	152,701	(40,799)	-21.08%	204,265	(51,564)	-25.2%
Choice Reviews	97,412	76,015	(21,397)	-21.97%	100,286	(24,271)	-24.2%
Surveys and Podcasts	11,174	17,323	6,149	55.03%	26,291	(8,968)	-34.1%
ccAdvisor	6,062	6,570	508	8.38%	6,388	182	2.8%
Total	308,148	252,609	(55,539)	-18.02%	347,715	(95,106)	-27.4%
Webinars	76,500	39,194	(37,306)	-48.77%	45,205	(6,011)	-13.3%
TOTAL ADVERT & SPONSHIPS	384,648	291,803	(92,845)	-24.14%	392,920	(101,117)	-25.7%

Licensing: Through February, royalty income lags budget by some \$57K because of timing. However, through March (not yet available on ALA performance reports) royalties stand at \$287,220, a little more than \$4,000 better than this time a year ago. As we have often said at this point, licensing revenue is fairly predictable except during periods of contract renegotiation, and we expect to meet budget for the year.

Table 5: Licensing

	February 2019						
REVENUE							
LICENSING	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	750	304	(446)	-59.47%	350	(46)	-13.14%
Choice reviews	250,362	193,599	(56,763)	-22.67%	271,693	(78,094)	-28.74%
RCL	0	0	0	#DIV/0!	0	0	#DIV/0!
Choice Reviews	0	0	0	#DIV/0!	3,000	(3,000)	-100.00%
TOTAL LICENSING	251,112	193,903	(57,209)	-22.78%	275,043	(81,140)	-29.50%

EXPENSES

The inclusion of \$135,912 in unbudgeted operating expenses has put the possibility of meeting our expense budget for the year out of reach. But if, in order to evaluate our *operational* efficiency, we temporarily remove this amount from the Payroll and Related lines (see Table 6, below), we find that direct expenses through February would have been some \$33K better than budget and over \$78K lower than last year at this time.

Table 6: Direct Expenses **before Open Choice** Write-down

	February 2019						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	751,226	758,063	(6,837)	-0.91%	799,685	41,622	5.20%
Outside Services	98,705	117,183	(18,478)	-18.72%	121,873	4,690	3.85%
Travel and Related	23,978	23,424	554	2.31%	23,021	(403)	-1.75%
Meetings and Conferences	7,900	2,513	5,387	68.19%	4,398	1,885	42.86%
Publication-related	169,412	129,769	39,643	23.40%	147,712	17,943	12.15%
Operating	177,059	164,347	12,712	7.18%	177,209	12,862	7.26%
TOTAL DIRECT EXPENSES	1,228,280	1,195,299	32,981	2.69%	1,273,898	78,599	6.17%

Of course, the actual income statement, which includes the write-down, reflects a more sobering reality, shown here in Table 7, with overall expenses running almost \$100K (7%) unfavorable to budget. Notable savings actually did occur in other areas, however, especially in

Publication-related Expenses, with improvements in this category amounting to over \$39K, uniformly distributed across a number of lines, including printing, mail service, space advertising, webinar expenses, and order processing. Overall expenses benefited (sic) further from reduced overhead payments, the result of lower-than-budgeted revenues.

Table 7: Expenses including Open Choice Write-down

	February 2019						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	751,226	893,975	(142,749)	-19.00%	799,685	(94,290)	-11.79%
Outside Services	98,705	117,183	(18,478)	-18.72%	121,873	4,690	3.85%
Travel and Related	23,978	23,424	554	2.31%	23,021	(403)	-1.75%
Meetings and Conferences	7,900	2,513	5,387	68.19%	4,398	1,885	42.86%
Publication-related	169,412	129,769	39,643	23.40%	147,712	17,943	12.15%
Operating	177,059	164,347	12,712	7.18%	177,209	12,862	7.26%
TOTAL DIRECT EXPENSES	1,228,280	1,331,211	(102,931)	-8.38%	1,273,898	(57,313)	-4.50%
INTERUNIT TRANSFERS	(9,556)	(2,425)	(7,131)	-74.62%	(17,994)	(15,569)	-86.52%
Overhead	177,990	162,428	15,562	8.74%	189,077	26,649	14.09%
Liberty Square	19,908	22,216	(2,308)	-11.59%	25,053	2,837	11.32%
Taxes	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL OVERHEAD & TX	197,898	184,644	13,254	6.70%	214,130	29,486	13.77%
TOTAL EXPENSES	1,416,622	1,513,430	(96,808)	-6.83%	1,470,034	(43,396)	-2.95%

After the various puts and takes to Choice financials, we ended February with our net asset balance standing at \$2,462,408, a scant \$37,333 below a year ago.

This page included to accommodate double sided printing.

**ACRL 2nd Quarter FY19
Budget Report**

	A	I	J	K	L	M	N	O	P
1	4/18/2019 15:45	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
3			Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,430,260	\$3,430,260	\$3,430,260	\$0	0.00%	\$4,389,385	(\$959,125)	-21.85%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,956,786	\$4,956,786	\$4,956,786	\$0	0.00%	\$3,567,882	\$1,388,904	38.93%
7	Reserve Sept. 1: CHOICE Fund	\$2,926,294	\$2,926,294	\$2,926,294	\$0	0.00%	\$2,533,295	\$392,999	15.51%
8	Reserve Sept. 1: CHOICE LTI Fund	\$572,349	\$572,349	\$572,349	\$0	0.00%	\$880,575	(\$308,226)	-35.00%
9									
10	Subtotal	\$11,885,689	\$11,885,689	\$11,885,689	\$0	0.00%	\$11,371,137	\$514,552	4.53%
11	ACRL LTI Net Interest (not inc. awards)	\$84,462	\$42,231	(\$73,060)	(\$115,291)	-273.00%	\$28,715	(\$101,775)	-354.43%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$603,016	\$301,508	\$298,836	(\$2,672)	-0.89%	\$316,919	(\$18,083)	-5.71%
15	Standards, Consulting & Licensing Fees	\$131,300	\$60,650	\$89,003	\$28,353	46.75%	\$58,885	\$30,118	51.15%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$500	(\$500)	N/A
17	Awards	\$16,400	\$0	\$0	\$0	N/A	\$0	\$0	N/A
18	Special Events	\$12,500	\$2,500	\$11,750	\$9,250	N/A	\$8,280	\$3,470	41.91%
19	Diversity Alliance	\$26,490	\$13,245	\$22,000					
20	Subtotal	\$789,706	\$377,903	\$421,589	\$43,686	11.56%	\$384,583	\$37,005	9.62%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,797,719	\$1,344,654	\$1,225,868	(\$118,786)	-8.83%	\$1,428,980	(\$203,112)	-14.21%
24	C&RL	\$16,592	\$8,999	\$8,595	(\$404)	-4.49%	\$16,985	(\$8,390)	-49.40%
25	C&RL News	\$614,167	\$302,702	\$295,206	(\$7,496)	-2.48%	\$300,048	(\$4,842)	-1.61%
26	RBM	\$30,912	\$15,458	\$15,710	\$252	1.63%	\$12,499	\$3,211	2.51%
27	Nonperiodical Publications	\$344,320	\$196,256	\$182,099	(\$14,157)	-7.21%	\$127,704	\$54,394	79.61%
28	Library Statistics	\$117,740	\$40,145	\$42,250	\$2,105	5.24%	\$68,326	(\$26,076)	-38.16%
29									
30	Subtotal	\$3,921,450	\$1,908,213	\$1,769,728	(\$138,486)	-7.26%	\$1,954,541	(\$184,814)	-9.46%
31									
32	EDUCATION								
33	*Institutes	\$207,499	\$10,000	\$120	(\$9,880)	-98.80%	\$0	\$120	N/A
34	ACRL Conference	\$2,500,922	\$0	(\$35,632)	(\$35,632)	N/A	(\$6,754)	(\$28,878)	427.56%
35	Pre-Conferences & Workshops	\$344,713	\$62,500	\$32,345	(\$30,155)	-48.25%	\$21,750	\$10,595	48.71%
36	Annual Conference Programs	\$16,000	\$0	\$6,000	\$6,000	N/A	\$7,000	(\$1,000)	N/A
37	Web-CE	\$81,020	\$40,510	\$34,166	(\$6,344)	-15.66%	\$46,318	(\$12,152)	-26.24%
38									
39	Subtotal	\$3,150,154	\$113,010	\$36,999	(\$76,011)	-67.26%	\$68,314	(\$31,315)	-45.84%
40									
41	FUNDED PROJECTS								
42	IMLS Grant (49) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
43	Project Outcome	\$0	\$0	\$0	\$0	N/A	\$0		
44	SPECIAL PROGRAMS								
45	Friends of ACRL--Restricted	\$0	\$0	\$0	\$0	N/A	\$0	(\$7,000)	N/A
46	Friends of ACRL--Operating	\$0	\$0	\$0	\$0	N/A	\$0	(\$46,318)	N/A
47									
48									
49	TOTAL REVENUE	\$7,861,310	\$2,399,126	\$2,228,315	(\$170,811)	-7.12%	\$2,407,438	(\$179,123)	-7.44%
50	CHOICE REVENUE	\$2,797,719	\$1,344,654	\$1,225,868	(\$118,786)	-8.83%	\$1,428,980	(\$203,112)	-14.21%
51									
52	TOTAL REV. W/O CHOICE	\$5,063,591	\$1,054,473	\$1,002,447	(\$52,026)	-4.93%	\$978,458	\$23,989	2.45%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,562,669	\$1,054,473	\$1,038,079	(\$16,394)	-1.55%	\$985,213	\$52,867	5.37%

**ACRL 2nd Quarter FY19
Budget Report**

	A	I	J	K	L	M	N	O	P
55									
56		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	% Difference
58	MEMBERSHIP ACTIVITIES		Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
59	Membership Services*	\$18,805	\$120,076	\$36,850	(\$83,226)	-69.31%	\$47,396	(\$10,546)	-22.25%
60	Exec. Cttee. & Board	\$256,972	\$126,722	\$84,617	(\$42,105)	-33.23%	\$80,331	\$4,286	5.34%
61	Advisory	\$67,149	\$34,134	\$18,956	(\$15,178)	-44.46%	\$27,492	(\$8,535)	-31.05%
62	Standards	\$12,856	\$5,923	\$5,684	(\$240)	-4.04%	\$1,303	\$4,381	336.26%
63	Awards	\$43,559	\$13,565	(\$105)	(\$13,670)	N/A	\$2,059	(\$2,164)	N/A
64	Chapters	\$19,262	\$8,000	\$2,900	(\$5,100)	-63.75%	\$1,167	\$1,733	148.48%
65	Committees	\$129,337	\$58,537	\$2,685	(\$55,852)	-95.41%	\$1,554	\$1,131	N/A
66	Sections	\$119,962	\$46,710	\$8,547	(\$38,163)	-81.70%	\$3,275	\$5,272	160.99%
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	\$74,586	\$36,029	\$18,089	(\$17,941)	-49.79%	\$10,258	\$7,831	76.34%
70	Special Events	\$28,457	\$12,164	\$6,515	(\$5,648)	-46.44%	\$3,622	\$2,894	N/A
71	Information Literacy	\$32,600	\$9,804	\$34,420	\$24,616	251.09%	\$35,622	(\$1,202)	-3.37%
72	Scholarly Communications	\$143,353	\$62,704	\$61,078	(\$1,626)	-2.59%	\$16,693	\$44,385	265.89%
73	Value of Academic Libraries	\$113,675	\$23,794	\$6,856	(\$16,938)	-71.19%	\$11,642	\$5,358	46.02%
74	Government Relations	\$60,950	\$29,203	\$17,000	(\$12,203)	-41.79%	\$7,188	(\$7,188)	N/A
75	Scholarships	\$101,000	\$0	\$0	\$0	N/A	\$60,025	(\$60,025)	N/A
76	Annual Conference Programs	\$71,374	\$13,320	\$500	(\$12,820)	-96.25%	\$1	\$499	N/A
77	Diversity Alliance	\$28,148	\$13,216	\$3,481	(\$9,735)	-73.66%	\$0	\$3,481	N/A
78	New Roles Changing Landscapes	\$17,970	\$3,668	\$0	(\$3,668)	-100.00%	\$0	\$0	N/A
79	Project Outcome	\$200,049	\$42,778	\$111,307	\$68,529	160.20%	\$0	\$111,307	N/A
80	Subtotal	\$1,540,065	\$660,347	\$419,379	(\$240,968)	-36.49%	\$309,627	\$109,753	35.45%
81	SPECIAL PROJECTS								
82	Friends of ACRL--Restricted	\$0	\$0	\$64,755	\$64,755	N/A	\$0	\$64,755	N/A
83	Friends of ACRL--Operating	\$81,878	\$29,305	\$1,089	(\$28,216)	-96.28%	\$2,942	(\$1,853)	-62.99%
84									
85									
86	Subtotal	\$81,878	\$29,305	\$65,844	\$36,538	124.68%	\$2,942	\$62,902	2137.92%
87									
88	PUBLICATIONS								
89	CHOICE	\$2,715,197	\$1,416,621	\$1,513,430	\$96,809	6.83%	\$1,470,034	\$43,396	2.95%
90	C&RL	\$74,048	\$21,756	\$5,675	(\$16,081)	-73.91%	\$11,807	(\$6,132)	-51.93%
91	C&RL News	\$576,586	\$274,606	\$145,210	(\$129,396)	-47.12%	\$130,128	\$15,082	11.59%
92	RBM	\$25,492	\$11,780	\$7,278	(\$4,502)	-38.22%	\$11,700	(\$4,422)	-37.79%
93	Nonperiodical Publications	\$322,221	\$147,630	\$65,007	(\$82,623)	-55.97%	\$79,281	(\$14,273)	-18.00%
94	Library Statistics	\$89,389	\$80,401	\$48,150	(\$32,252)	-40.11%	\$71,682	(\$23,532)	-32.83%
95									
96	Subtotal	\$3,802,933	\$1,952,795	\$1,784,751	(\$168,045)	-8.61%	\$1,774,631	\$10,119	0.57%
97									
98	EDUCATION								
99	Institutes	\$203,731	\$20,881	\$22,765	\$1,883	9.02%	\$18,744	\$4,021	21.45%
100	ACRL Conference	\$2,282,532	\$219,888	\$285,156	\$65,269	29.68%	\$454,675	(\$169,519)	-37.28%
101	Pre-Conf & Workshops	\$364,100	\$152,881	\$22,649	(\$130,233)	-85.19%	\$11,416	\$11,233	98.40%
102	Web-CE	\$57,029	\$22,436	\$13,981	(\$8,455)	-37.69%	\$12,873	\$1,108	8.60%
103									
104	Subtotal	\$2,907,392	\$416,086	\$344,550	(\$71,536)	-17.19%	\$497,708	(\$153,158)	-30.77%
105									
106	FUNDED PROJECTS								
107	IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	\$0	N/A	\$870	(\$870)	N/A
108	IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
109									
110	**UNALLOCATED ADMIN. EXPENSES**	\$3,974	\$14,389	\$778,770	\$764,381	n/a	\$659,903	\$118,867	N/A
111	TOTAL EXPENSES	\$8,336,241	\$3,072,923	\$3,328,539	\$255,617	8.32%	\$3,245,681	\$82,858	2.55%
112	CHOICE EXPENSES	\$2,715,197	\$1,416,621	\$1,513,430	\$96,809	6.83%	\$1,470,034	\$43,396	2.95%
113									
114	TOTAL EXP. W/O CHOICE	\$5,621,043	\$1,656,302	\$1,815,109	\$158,807	9.59%	\$1,775,647	\$39,462	2.22%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,338,512	\$1,436,414	\$1,529,953	\$93,539	6.51%	\$1,320,972	\$208,981	15.82%

**ACRL 2nd Quarter FY19
Budget Report**

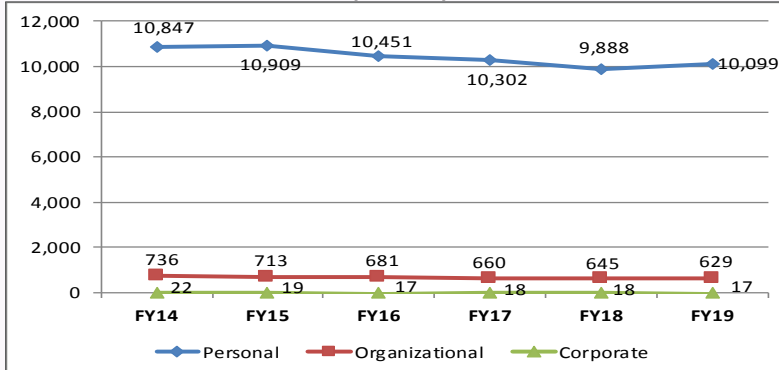
	A	I	J	K	L	M	N	O	P
117									
118		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	2nd Quarter	2nd Quarter	From	From	2nd Quarter	From Last	From Last
120		2nd Quarter	Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
121	Net W/O CHOICE	(\$557,452)	(\$601,829)	(\$812,662)	(\$210,833)	35.03%	(\$797,189)	(\$15,473)	1.94%
122	CHOICE Net	\$82,522	(\$71,968)	(\$287,562)	(\$215,595)	299.57%	(\$41,054)	\$113,022	-275.30%
123	Write down of Open Choice develop expenses	\$0	\$0	(\$176,324)	(\$176,324)	N/A	\$0	(\$246,508)	N/A
124	CHOICE Ending Operating Balance	\$3,008,816	\$2,854,327	\$2,462,408	\$391,919	13.73%	\$2,492,241	(\$29,833)	-1.20%
125	Added to ACRL LTI Fund	\$350,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
126	Ending net asset balance: ACRL	\$2,522,808	\$2,828,431	\$2,617,598	(\$210,833)	-7.45%	\$3,592,196	(\$974,598)	-27.13%
127	Mandated Operating Reserve: ACRL	\$989,273	\$989,273	\$989,273	\$0	0.00%	\$886,316	\$102,957	11.62%
128									
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 pr								
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	\$2,522,808	\$2,828,431	\$2,617,598	(\$210,833)	-7.45%	\$3,592,196	(\$974,598)	-27.13%
134	ACRL LTI Funds (including award endowments)	\$5,272,549	\$4,939,668	\$4,878,888	(\$60,780)	-1.23%	\$3,717,334	\$1,161,554	31.25%
135	CHOICE Operating Reserve Fund	\$3,008,816	\$2,854,327	\$2,462,408	(\$391,919)	-13.73%	\$2,492,241	(\$29,833)	-1.20%
136	CHOICE LTI Fund	\$546,654	\$572,349	\$563,292	(\$9,057)	-1.58%	\$926,604	(\$363,312)	-39.21%
137									
138									
139									
140									-28.18%
141									
142	DEFINITIONS								
143	Lines 5 and 7								
144	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.								
145									
146	Lines 6 and 8								
147	represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
148	Line 10								
149	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.								
150	Line 14								
151	is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
152	Line 33								
153	is the total revenue from the Immersion Institutes.								
154	Line 35								
155	is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
156	Line 53								
157	represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs (Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).								
158	Line 54								
159	shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).								
160	Line 99								
161	shows total expense from the Immersion Institutes.								
162	Line 104								
163	shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
164	Line 111								
165	represents the total expenses shown on subtotal lines for membership activities (Line 80), special projects (Line 86), publications (Line 96), education (Line 104), funded projects (Line 107), and unallocated administrative expenses (Line 110).								
166	Line 114								
167	shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.								
168	Line 116								
169	shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).								
170	Line 121								
171	shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.								
172	Line 122								
173	shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.								
174	Line 123								
175	shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.								
176	Line 135								
177	- CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
178	Line 127								
179	shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.								
180	Line 133								
181	- ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without CHOICE, minus Line 125, funds added to ACRL long-term investment.								
182	Line 127 - Mandated Operating Reserve								
183	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.								
184									
185									
186									
187									
188									
189									
190									
191									
192									

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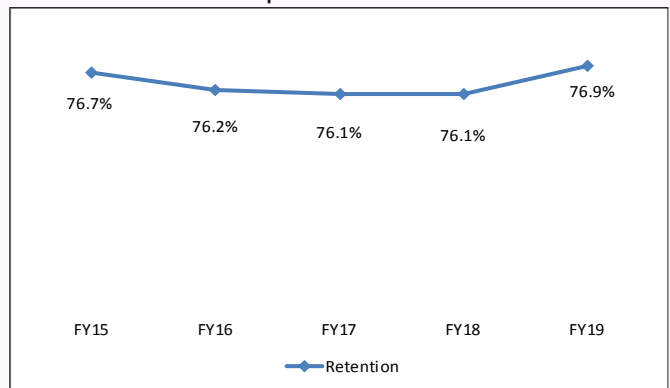
ACRL Dashboard Metrics

Membership

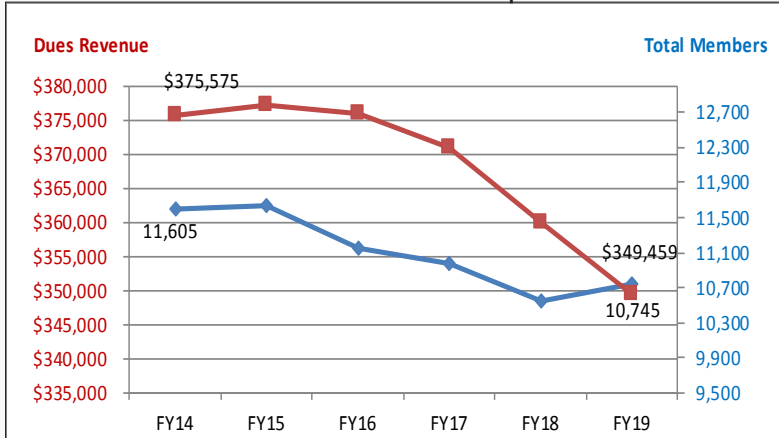
1. ACRL Membership Composition FY14–FY19



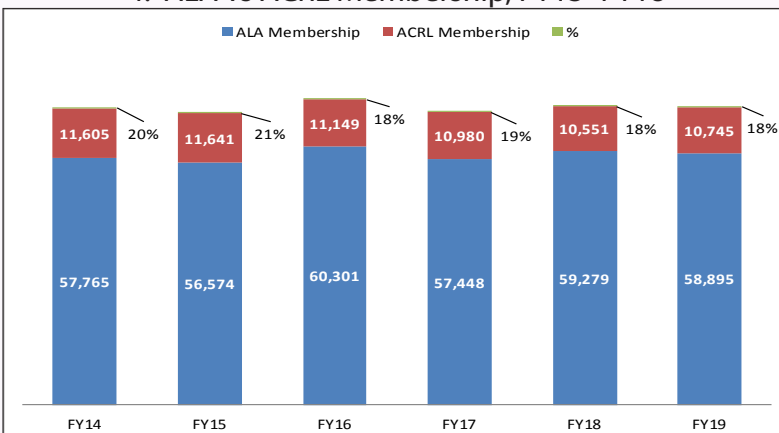
2. YTD Membership Retention Rates FY15–FY19



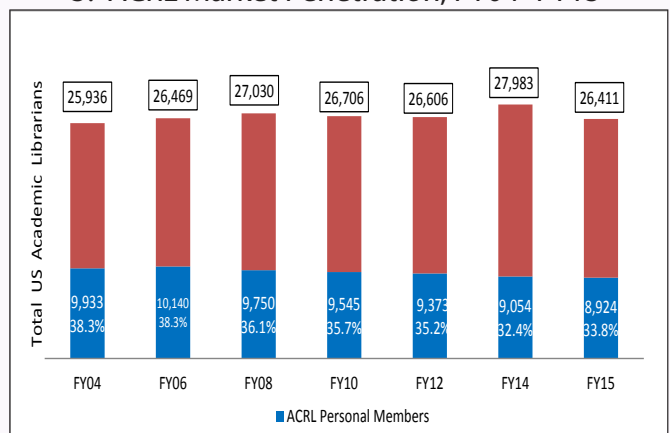
3. ACRL Dues Revenue & Membership FY13–FY19



4. ALA vs ACRL Membership, FY13–FY19

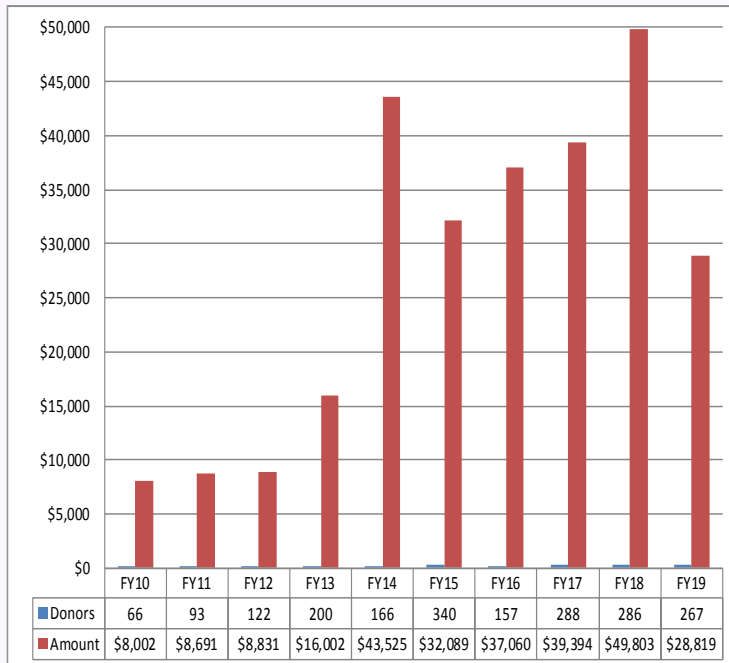


5. ACRL Market Penetration, FY04–FY15



Friends of ACRL

6. Friends of ACRL Donors & Donations

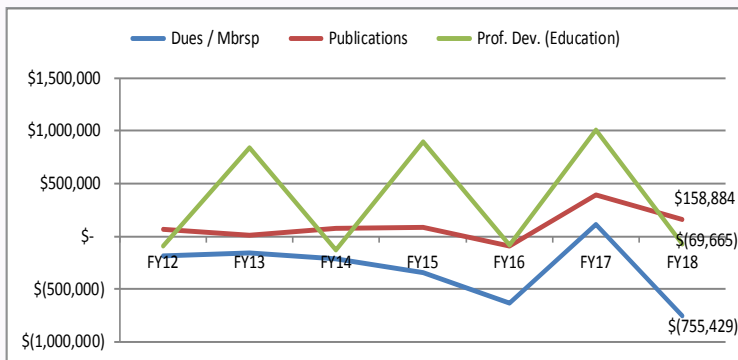


FRIENDS
OF ACRL

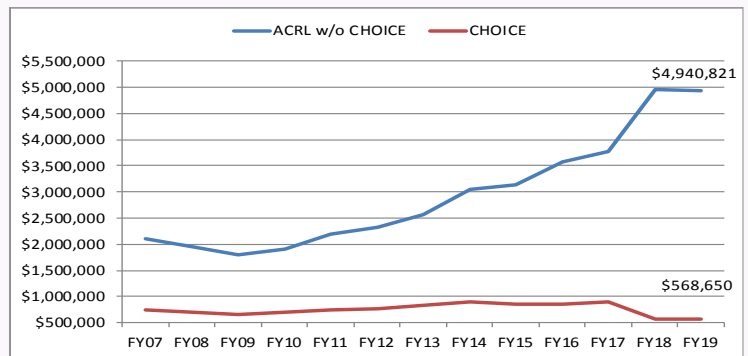
Chart 6: FY19 based on data through April 18, 2019.

Budget

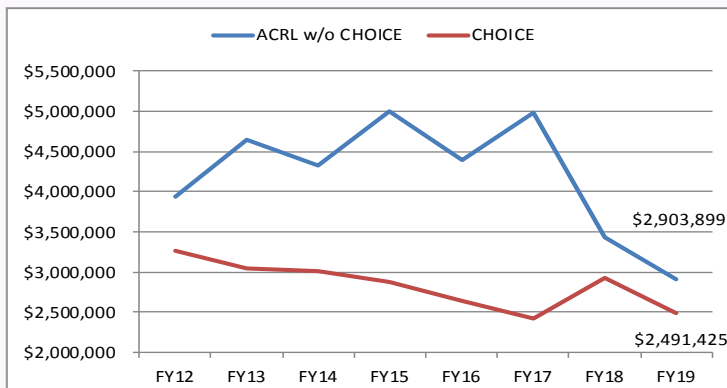
7. Net of Business Lines



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



9. ACRL & CHOICE Net Asset Balance



10. ACRL & CHOICE Net Revenues

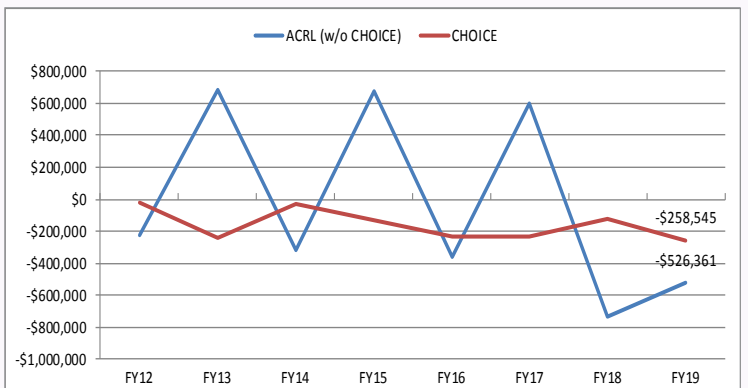


Chart 7 based on FY18 August 2018 (3rd close). Charts 8-10 based on March 2019. Chart 8: FY18 includes \$350K Choice to ACRL transfer in exchange for ACRL operating transfer to CHOICE of \$525K.

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



To: ACRL Budget & Finance Committee
Subject: Personal membership dues rate for FY20
Submitted by: Carolyn Henderson Allen, ACRL Budget & Finance Committee Chair
Date submitted: April 15, 2019

BACKGROUND:

Process for setting personal member dues rates

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

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

The Budget & Finance Committee is charged with making an annual recommendation for personal member dues rates to the Board. To determine its recommendation, the Budget & Finance Committee will consider the association's budget for the coming year and the HEPI in addition to the association's overall priorities and resources. As of 2017, the HEPI is no longer being updated throughout the year so the FY20 personal dues increase is based on the 2019 HEPI report which was released in December 2019. Going forward, the HEPI will now be announced only in December so there will be a one-year lag in applying the rate to the future dues considerations.

FY20 Dues consideration

- After reviewing financial data and the HEPI index, the Budget & Finance Committee voted at MW19 to recommend to the Board increasing the personal member dues rate for the coming year (FY20) up to the maximum allowed by HEPI this year.
- The Chair of the Budget & Finance Committee presented the committee's recommendation to the Board of Directors at its second Midwinter Board meeting.
- The Board discussed this at Midwinter and was in favor of increasing the dues but decided to delay action until members had the opportunity to review a publicly posted agenda that included the notice of a dues discussion. The agenda for the Board's spring 2019 meeting was posted a week and a half before the Board meeting.

The dues rate change (if any is approved) will begin September 1, 2019 which is the first day of FY20.

Calculation of allowable FY20 dues increase:

The FY18 HEPI reported a 2.6% increase. 2.6% of ACRL's current personal dues rate of \$68 is \$2.00. Similarly, 2.6% of ACRL's current retired member dues rate of \$44 is \$1.00. Rounded to the nearest dollar the largest increase possible in FY20 for the regular personal member category is \$2.00 and \$1.00 for the retired member category.

Note: Six of ALA's eleven divisions (ACRL, ALCTS, LITA, PLA, RUSA, YALSA) have personal dues for regular members ranging from \$60-\$75. The other five divisions (AASL, ALSC, ASGCLA, LLAMA, and United for Libraries) have regular member dues of \$50-\$56. Eight divisions (including ACRL, AASL,

ALCTS, ALSC, ASGCLA,, PLA, RUSA, and YALSA have retired member dues ranging from \$21-\$54. Three divisions (LLAMA, LITA, and United for Libraries) do not have a retired member dues category.

ACTION RECOMMENDED: That the ACRL Board of Directors raise ACRL regular personal membership dues by two dollars and retired membership rates by one dollar as permitted by the 2018 2.6% increase documented by HEPI. Personal dues rates for FY20:

1. Personal members: \$68
2. Retired members: \$44

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

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☒ **Enabling Programs and Services**

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

FISCAL AND STAFFING IMPACT:

See attached documents.

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

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

ACRL Board Midwinter Meetings Working Group Report

Working Group Members: Jeanne Davidson, Faye Chadwell, April Cunningham, Fannie Cox

The report below provides options provided by the Presidents for the short-term immediate decisions needed related to Board meetings at Midwinter 2020 followed by possible scenarios for the longer term future of meetings of the Board and Budget & Finance Committee.

Currently, the following face-to-face meetings of the full Board and/or Budget & Finance Committee are held at Midwinter:

- Friday – Board Update (4 hours)
- Friday – Leadership Council (2 hours) and Social (1 hour)
- Saturday – Budget & Finance (2.5 hours – Midwinter only)
- Saturday – Board 1 (4 hours, includes meetings with Goal Area Committees)
- Sunday – Budget & Finance (2.5 hours)
- Monday – Joint Board/Budget & Finance (2 hours – Midwinter only)
- Monday – Board lunch (1.5 hours)
- Monday – Board 2 (3 hours)

Total hours of meetings at Midwinter:

- Board = 14.5 + Leadership Council/Social
- Budget & Finance = 7 + Leadership Council/Social

Let's imagine a world with no MW 2021. What should be ACRL's participation in MW 2020? Some options for the Board to consider include:

Option 1

"Business as usual" – have a regular Midwinter meeting with the usual Board meetings, Leadership Council, Budget & Finance, etc.

Option 2

Have condensed Midwinter meeting including Leadership Council, Board Update and one Board meeting for strategic discussions on Saturday. Then only officers and councilor could stay for other ALA governance meetings. A second Board meeting could be scheduled before or after Midwinter depending on business needed to conduct. *Note: ALA Councilor orientation has traditionally been Saturday morning.*

Option 3

Only the ACRL president, vice president, past president, and ACRL councilor attend Midwinter to represent ACRL on BARC, Council, Past Presidents Breakfast, President-Elects' Luncheon, Planning and Budget Assembly, Division Presidents' Luncheon, Chapters Council and any other meetings they go to as ACRL reps. Have Leadership Council and see who comes and schedule virtual Board meetings either during the Midwinter timeframe or at a separate time. *Note: ALA may not have technology to provide full virtual meeting from hotel sites or if they do ACRL may be required to pay for all the AV to support it.*

Option 4

Do not attend ALA Midwinter meeting. Have virtual meetings of the Board, *scheduled for separate times (not during Midwinter)* and encourage ACRL units to do the same. *Con:* ACRL Councilor would not have direct interaction with Board during Midwinter. Some ACRL groups may want to continue meeting F2F, although may have trouble adapting to new meeting schedule of just Fridays/Mondays.

Option 5

Do not attend ALA Midwinter meeting. Have virtual meetings of the Board, *scheduled during MW* and encourage ACRL units to do the same. If ACRL does this could put more importance on Fall SPOS for F2F work.

Note: We could consider trying one of these options perhaps as a pilot to future meeting scenarios. These scenarios do not include options for handling Budget & Finance Committee meetings.

Longer Term Scenarios for ACRL Leadership at Midwinter Meetings

These scenarios represent changes we might need to make based on the model presented at Midwinter 2019 that Midwinter will become a smaller, regional conference with Friday and Monday as ALA governance and Saturday and Sunday dedicated to professional development only. Once the overall structure of ALA Midwinter is finalized, we might need to make some adjustments to these scenarios.

These scenarios are also based on the assumption from this working group that it is important that the ACRL Board and the ACRL Budget and Finance Committee have regular face-to-face meetings for the following reasons:

- *The group(s) need the opportunity to get to know one another and develop rapport among members.*
- *Face-to-face meetings facilitate creation of trust so members are more willing to express divergent opinions and to have difficult conversations.*

This assumption is one that should be considered and tested by the broader group. How many face-to-face meetings are necessary to build cohesion and trust among group members?

Scenario 1

Continue Face-to-Face Meetings at Midwinter

Build this model for face-to-face meetings at Midwinter around the idea that our meetings could be scheduled on two back to back days either before or after the professional development days.

- Thur/Fri OR Mon/Tue – Board 1 and Update (7 hours with break 1.5 for lunch includes meetings with Goal Area Committees)
- Thur/Fri OR Mon/Tue – Budget & Finance (2.5 hours – Midwinter only)
- Thur/Fri OR Mon/Tue – Budget & Finance (2.5 hours)
- Thur/Fri OR Mon/Tue – Joint Board/Budget & Finance (2 hours – Midwinter only)
- Thur/Fri OR Mon/Tue – Board 2 (4 hours)

We would not have Leadership Council or the social at MW

Continue to hold other Board meetings as usual: spring (virtual), annual (face-to-face), SPOS (face-to-face), fall (virtual)

Assumptions:

- ALA allows us to schedule meetings on Thurs or Tues so meetings are back to back days.

Pros:

- Budget & Finance can meet prior to MW for the meeting scheduled for Saturday. Then B&F can meet on Thursday and anyone needing to report/attend B&F can do so on this day. And on Friday, B&F can meet with the Board.
- Budget & Finance can meet prior to MW for the meeting scheduled for Saturday. B&F can meet on Monday and anyone needing to report/attend B&F can do so on this day. And on Tuesday, B&F can meet with the Board.

Cons:

- Requires Board and Budget & Finance Committee members to travel to the site of Midwinter for 2 days of meetings.

Scenario 2

Virtual meetings scheduled at Midwinter

Same schedule as Scenario 1 but groups schedule call in times during virtual meeting times. This option is similar to Option 3 above, if the Presidents and ACRL Councilor attend MW to represent ACRL at necessary meetings.

No Leadership Council or social at Midwinter

Other Board meetings: spring (virtual), annual (face-to-face), SPOS (face-to-face), fall (virtual)

Assumptions: Many committees and other bodies will not be meeting at Midwinter after the format changes so there will be no need for Board and B&F members to attend Midwinter.

Pros:

- Eliminates travel for members who do not plan to attend professional development at Midwinter.

Cons:

- May be difficult to replicate the effectiveness of in-person meetings in virtual meetings.

Scenario 3

Hybrid version with one face-to-face meeting day and 1 virtual meeting day during the timeframe of Midwinter

Face-to-face meetings

- Friday – Board Update and Board 1 (7 hours with 1.5 hour break for lunch includes meetings with Goal Area Committees)
- Friday – Budget & Finance (2.5 hours – Midwinter only)

Virtual meeting

- Monday– Budget & Finance (2.5 hours)
- Monday – Joint Board/Budget & Finance (2 hours – Midwinter only)
- Monday– Board 2 (4 hours)

No Midwinter Leadership Council or social

Other Board meetings: spring (virtual), annual (face-to-face), SPOS (face-to-face), fall (virtual)

Assumptions: The work usually done at the Midwinter joint meeting of the Board and Budget & Finance can be accomplished in a virtual meeting.

Pros:

- Limits the number of days that members have to be at Midwinter if they are not attending professional development.
- Allows additional face-to-face meeting time with Board, Budget & Finance and Goal Area committee chairs

Cons:

- May be difficult to replicate the effectiveness of in-person meetings in the virtual meetings.
- Requires Board, Budget & Finance and Goal Area committee chairs to travel for the one day of face-to-face meetings.

Scenario 4

Schedule Separate Offsite near Midwinter date, possibly Chicago

Rather than attend Midwinter, schedule a separate meeting offsite in Jan or Feb

No Midwinter Leadership Council or social

Other Board meetings: spring (virtual), annual (face-to-face), SPOS (face-to-face), fall (virtual)

Assumptions:

- Meeting at the ACRL offices would make the cost of a meeting outside of Midwinter feasible for ACRL since no meeting rooms, etc. would need to be rented. *Note: If/when ALA moves they may be a charge to rent meeting space if there is not available space for a Board meeting within ALA's space.*
- We value/want/need additional face-to-face meetings mid-year to deal with business

Pros:

- We retain the benefits of in-person meetings.

Cons:

- Requires winter travel to Chicago.
- Incurs more cost for ACRL unless Board members pay their own way, as they do to attend a MW Meeting.

Scenario 5

Add business meetings to SPOS AND add another board meeting near Midwinter date similar to spring or fall

Add Board and/or Budget & Finance Committee business meetings before and after SPOS. We would need to consider whether ACRL pays for everyone to attend this meeting or if members pay in the same way they would have for attendance at Midwinter. Obviously, having members pay their way reduces the cost to ACRL overall.

Other Board meetings: winter (virtual), spring (virtual), annual (face-to-face), fall (virtual)

Assumptions:

- ACRL can support the cost of additional days at the SPOS site.

Pros:

- Additional virtual board meeting date near Midwinter avoids long gap between fall and spring.
- Eliminates one required travel date for Board and Budget & Finance Committee members.

Cons:

- Additional cost to ACRL of renting meeting space for more days at the SPOS site.



LEADERSHIP COUNCIL AGENDA

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

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

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

Documents

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

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LEADERSHIP COUNCIL AGENDA

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

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

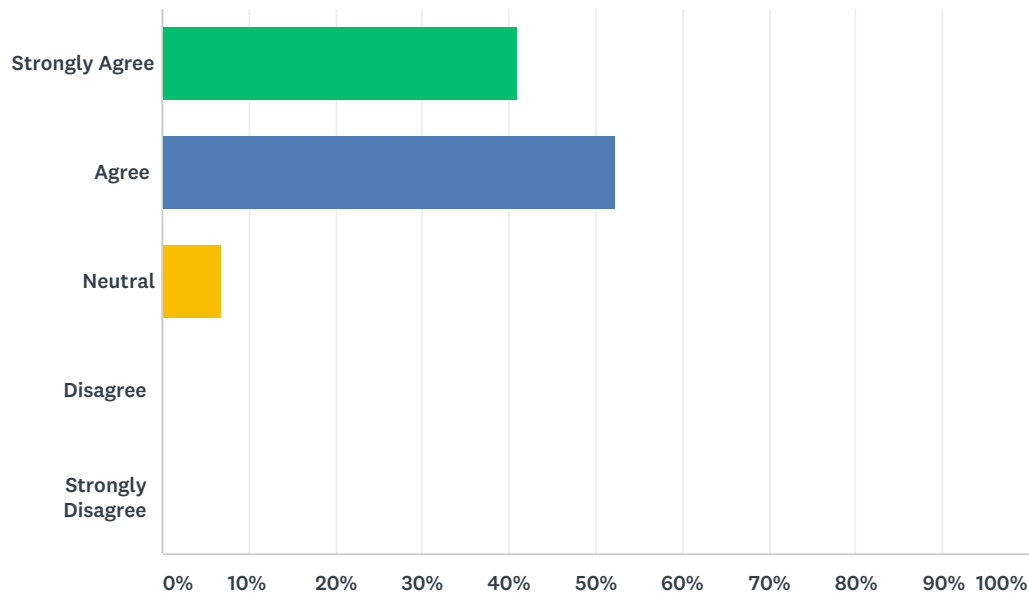
Please complete the electronic meeting evaluation that will be sent to the email address with which you registered.

Documents

- Doc 1.0 ACRL Statement on Diversity <http://www.acrl.ala.org/acrlinsider/archives/13139>
- Doc 2.0 ACRL Plan for Excellence

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

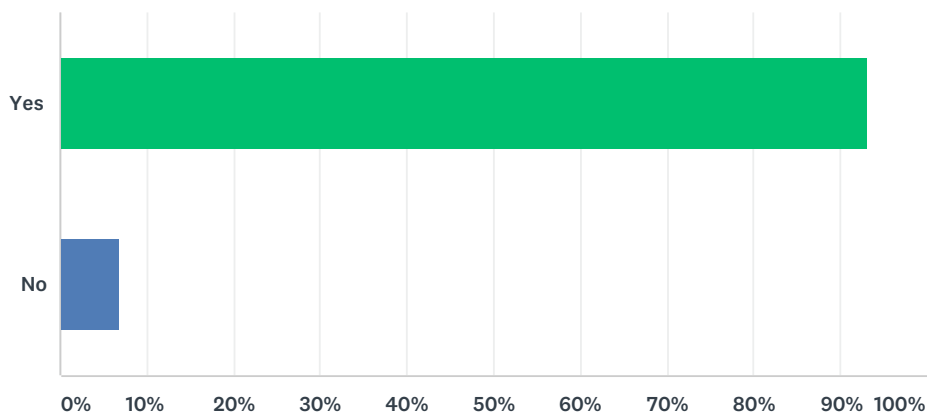
Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	40.91%	18
Agree	52.27%	23
Neutral	6.82%	3
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		44

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

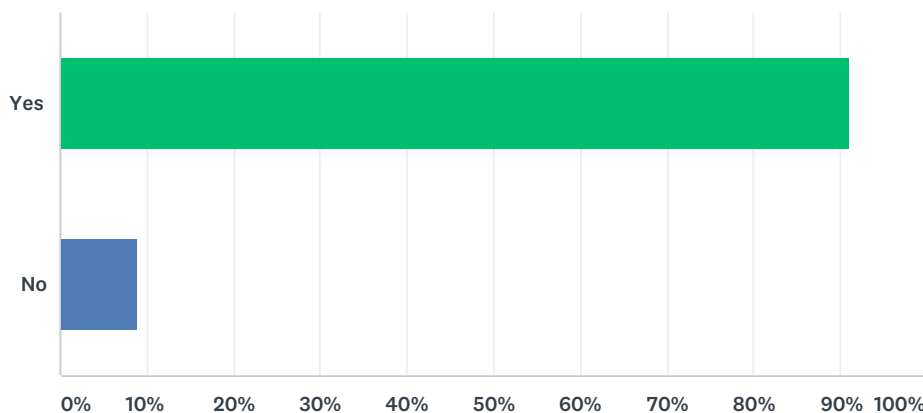
Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	93.18%	41
No	6.82%	3
TOTAL		44

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

Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	90.91%	40
No	9.09%	4
TOTAL		44

Q4 Do you prefer to attend the Welcome Reception before Leadership Council?

Answered: 44 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes, I prefer the Welcome Reception to be held before Leadership Council.	61.36%	27
No, I would prefer Leadership Council to be held before the Reception.	4.55%	2
Either format is okay.	34.09%	15
TOTAL		44

Q5 What are your feelings on the length of the Leadership Council?

Answered: 44 Skipped: 0

ANSWER CHOICES	RESPONSES	
We covered topics in a timely manner.	79.55%	35
Did not have enough time to cover material.	20.45%	9
TOTAL		44

**Q6 In regards to the meeting overall, consider the following statements.
On a scale of 1-5, where (1) means "Strongly Agree" and (5) means
"Strongly Disagree" please rate the statements below.**

Answered: 44 Skipped: 0

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL
All agenda topics were of interest to me.	43.18% 19	43.18% 19	13.64% 6	0.00% 0	0.00% 0	44
The documents supported the meeting agenda.	29.55% 13	50.00% 22	13.64% 6	6.82% 3	0.00% 0	44
Leadership Council provides an important opportunity for me to connect with other ACRL leaders in a face-to-face environment.	50.00% 22	43.18% 19	6.82% 3	0.00% 0	0.00% 0	44
I found the updates on the ACRL 2019 Conference and scholarship program informative.	38.64% 17	43.18% 19	18.18% 8	0.00% 0	0.00% 0	44
I found the Equity, Diversity, and Inclusion portion informative.	59.09% 26	25.00% 11	15.91% 7	0.00% 0	0.00% 0	44
I appreciate hearing from ACRL officers.	50.00% 22	38.64% 17	11.36% 5	0.00% 0	0.00% 0	44

Q7 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: 38 Skipped: 6

	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.	55.26% 21	28.95% 11	13.16% 5	2.63% 1	0.00% 0	38	1.63
I would like time at Leadership Council to be used to learn more about ACRL activities.	34.21% 13	39.47% 15	21.05% 8	5.26% 2	0.00% 0	38	1.97
I would like time at Leadership Council to be used for enhancing my skills as a leader.	23.68% 9	34.21% 13	36.84% 14	2.63% 1	2.63% 1	38	2.26

Q8 ACRL is trying to understand your reasons for attending MW to help us decide how to best meet your needs. Please check all that apply:

Answered: 43 Skipped: 1

ANSWER CHOICES	RESPONSES	
A primary reason I attend MW is to participate in ACRL committee meetings.	81.40%	35
A primary reason I attend MW is to network and attend forums and programs.	51.16%	22
A primary reason I attend MW is to participate in ACRL's Leadership Council.	30.23%	13
If my committee's meetings were held virtually, I would not attend MW.	44.19%	19
If ACRL did not hold a Leadership Council at MW I would not attend MW.	18.60%	8
If ACRL did not hold a Leadership Council at MW I would still attend MW.	25.58%	11
Total Respondents: 43		

#	OTHER (PLEASE SPECIFY)	DATE
1	Midwinter is seeming a luxury which I enjoy but find hard to support given the expense for everyone. I don't think we need two conferences for programs.	1/31/2019 9:13 AM
2	Networking opportunities at MW are important.	1/29/2019 1:31 PM
3	My section is transitioning to virtual meetings this year. It is likely that I would attend Midwinter in the future only when it is held in my region or when I have other leadership responsibilities	1/28/2019 1:20 PM
4	I consider my ACRL discussion group a "forum" because it is not a committee meeting. It is my most essential interaction with colleagues that cannot be done virtually because of sensitive HR topics.	1/26/2019 9:27 AM
5	I am also chairing a committee for ALA so I would have come anyway.	1/25/2019 11:18 PM
6	ACRL committee meetings are a primary reason I attend, but not the only reason I attend MW. However, I do not always attend MW regardless.	1/25/2019 10:05 PM
7	networking with various people in and out of ACRL	1/25/2019 8:07 PM
8	splitting meetings between friday and tuesday makes attending MW cost-prohibitive. my primary reason for attending is to attend meetings, represent acrl leadership, and learn more about acrl leadership. programs and forums are a bonus that i appreciate and attend when i can. if i have to attend meetings friday and tues, i will not be able to attend one of the two days, and therefore may not attend at all (and therefore likely not be involved in ACRL leadership anymore)	1/25/2019 7:47 PM

Q9 In an ideal world, I would be interested in attending a Midwinter event that offered (check all that apply):

Answered: 42 Skipped: 2

ANSWER CHOICES	RESPONSES	
Professional development opportunities	88.10%	37
Exhibits and related events	35.71%	15
Awards announcements	9.52%	4
Committee meetings	73.81%	31
Conference presentations / papers	66.67%	28
Total Respondents: 42		

#	OTHER (PLEASE SPECIFY)	DATE
1	I truly believe that ALA MidWinter might have had its time -- and even though it's used as a "fund development opp" for ALA -- I think it's time to consider not having it.	2/7/2019 2:48 PM
2	Networking opportunities.	1/29/2019 1:31 PM
3	Personally, I don't think that Midwinter should continue at all. It is a financial strain on the organization and its members.	1/27/2019 12:56 PM
4	time to meet with folks	1/25/2019 8:07 PM

Q10 Please list one thing that you found most valuable about the Leadership Council & Membership Meeting.

Answered: 32 Skipped: 12

#	RESPONSES	DATE
1	I thought the invited speakers were great.	2/12/2019 10:52 AM
2	The presentation on Equity and Diversity	2/11/2019 11:45 AM
3	The Diversity speaker.	2/7/2019 5:39 PM
4	The presentation by Dr. Terry Ross	2/7/2019 4:18 PM
5	Networking, strategic plan	2/7/2019 3:26 PM
6	Content, connections, education	2/7/2019 2:51 PM
7	Connecting with ACRL leaders around issues of EDI	2/7/2019 2:34 PM
8	Terry Ross's discussion of the steps we can take to move EDI forward in our profession.	2/4/2019 2:34 PM
9	I always find it valuable to network and catch up with my peers, while also having the opportunity to engage in broader conversations about issues that impact academic librarianship.	2/3/2019 10:21 PM
10	The session with Dr. Terry Ross	1/31/2019 4:53 PM
11	chance to hear from association leaders in person	1/31/2019 2:54 PM
12	The speaker's explanation of equity versus equality. Also, lunch was great and our discussion over lunch was was good.	1/31/2019 9:24 AM
13	The topic of EDI was great and the speaker challenging	1/30/2019 11:06 AM
14	Learned about changes to MW and possible changes to the section structure for the first time.	1/29/2019 1:33 PM
15	A new way of explaining the difference between equity and equality	1/29/2019 1:11 AM
16	Great EDI presentation!	1/28/2019 1:31 PM
17	The diversity speaker was excellent and along with diverse members of leadership council, provided a good reality check.	1/28/2019 1:25 PM
18	the updates on changes to the association. Would have liked more time spent on that as I couldn't get to the other scheduled meetings on this topic	1/28/2019 11:34 AM
19	update on SCOE	1/28/2019 12:28 AM
20	The diversity section	1/27/2019 6:13 PM
21	The talk by Terry Ross	1/27/2019 12:57 PM
22	I really enjoyed Dr. Ross's remarks and opportunity for follow-up with colleagues after his talk.	1/26/2019 12:29 PM
23	Learning more about the organizational transformation	1/26/2019 12:25 PM
24	The presentation and conversation facilitated by Dr. Terry Ross was very good. I appreciate the deliberate foundation building ACRL is doing around EDI.	1/26/2019 9:30 AM
25	The presentation on diversity was excellent.	1/25/2019 11:23 PM
26	The information on the ALA reorganization discussions	1/25/2019 11:05 PM
27	Networking with others in ACRL leadership	1/25/2019 10:16 PM
28	networking	1/25/2019 8:03 PM
29	Time to network with colleagues	1/25/2019 8:03 PM
30	Dr. Ross's presentation was valuable; updates re: ALA leadership and future	1/25/2019 7:52 PM
31	Guest speaker session	1/25/2019 7:50 PM

32	putting faces to names	1/25/2019 7:33 PM
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Q11 Please list anything you would change about the Leadership Council & Membership Meeting.

Answered: 29 Skipped: 15

#	RESPONSES	DATE
1	I couldn't tell you what the other speakers were discussing or who they were (outside of the promotion for the ACRL conference). Maybe try to be clearer about their purpose or intentions before they speak.	2/11/2019 11:45 AM
2	Please schedule and send save-the-dates more in advance. I would have loved to attend, but had booked my non-transferable flights after Leadership Council took place. The last-minute notice was an incredible barrier to my attendance, and as a new leader in the profession, I believe attending would have helped me immensely.	2/7/2019 9:30 PM
3	Nothing.	2/7/2019 5:39 PM
4	I would like to see more meetings that contained rich content like the one at MW 2019. The Council Meeting I attended in New Orleans was just very tedious and densely packed to the point of fatiguing me.	2/7/2019 4:18 PM
5	EDI presentation could have been more dynamic, maybe assigned seating to mix people up more	2/7/2019 3:26 PM
6	I have always wondered why ACRL and LAMA were separate. I think, like the other sections contemplating consolidation, ACRL and LAMA should consider consolidating.	2/7/2019 2:51 PM
7	There's some negativity among the group around our ability to make change-- it would be nice to set a tone of a more openness / less cynicism.	2/7/2019 2:34 PM
8	Nothing	2/4/2019 2:34 PM
9	I have mentioned this before- I think EDI is incredibly important but especially given light the events at ALA Council, I think we need to do more than talk. We need actionable items we can bring back to our libraries and the profession as a whole. Also, I am hearing much chatter among some librarians of color and other underrepresented groups that they often feel left out of the conversation because it seems very focused on only some groups and opportunities for intersectionality are being missed. I am not sure what the answer is here but I think there needs to be a pause and perhaps more conscientious thought put toward the meetings and some concrete ways we can be better allies overall - what are appropriate ways to step in and stop a racist attack, or to interrupt an inappropriate joke or address microaggressions?	2/3/2019 10:21 PM
10	Why doesn't Leadership Council teach us how to work within ACRL structures? Where does a Chair or Chair-Elect learn about their budget, or ACRL procedures for doing things?	1/31/2019 5:14 PM
11	I have been to two of these and have expected to have more of an opportunity to have a discussion (on some good topic) with the group in the second part. Short is fine.	1/31/2019 9:24 AM
12	Assigned seats so we should sit away from people we know would be better. The reception is fine for social time.	1/30/2019 11:06 AM
13	Length. Format.	1/29/2019 1:33 PM
14	I would really like to spend the time strategizing with other leaders. I appreciated Dr. Ross's talk, but it felt like one in a long line of many of very basic diversity sessions. This is not his fault! It just felt very familiar after 4 Leadership council meetings.	1/29/2019 1:11 AM
15	Add more updates from goal areas	1/28/2019 1:31 PM
16	It would be nice to have the reception afterwards in order to continue conversations. However, I realize that many rush off to their next meetings so maybe that's just not a viable option.	1/28/2019 1:25 PM
17	Maybe 90 minutes instead of an hour. Break out sessions are often awkward if we don't have the topic ahead of time. Table participation can vary so this can feel like wasted time.	1/28/2019 11:34 AM
18	More time to hear from president and vice president - less time on ACRL conference information	1/27/2019 6:13 PM
19	Can't think of anything.	1/27/2019 12:57 PM

20	Attempting to cover even a small part of DEI is such a short period of time was a big ask.	1/26/2019 9:03 PM
21	I would have appreciated more time/context for the info provided by the Steering Committee members at the start of the meeting. I'm glad we had that update, though.	1/26/2019 12:29 PM
22	It always feels too rushed	1/26/2019 12:25 PM
23	If we had had time to speak at our tables during the keynote speaker, we may have had more feedback for him.	1/25/2019 11:05 PM
24	Nothing I can think of	1/25/2019 10:16 PM
25	Everything is too rushed. I would prefer either a single topic/focus (preferred) or a longer session to accommodate everything covered.	1/25/2019 10:07 PM
26	Presentations on issues relating to libraries	1/25/2019 8:03 PM
27	i'd actually appreciate 30 minutes more so that we could learn more about ACRL and ALA leadership issues. i feel a responsibility to bring this information to my section and colleagues, but it is always glossed over so quickly.	1/25/2019 7:52 PM
28	Nothing comes to mind at this time.	1/25/2019 7:50 PM
29	maybe mix the tables up a bit with assigned seating	1/25/2019 7:33 PM

Q12 What topics would you like to cover at future Leadership Council & Membership Meeting sessions?

Answered: 26 Skipped: 18

#	RESPONSES	DATE
1	What ACRL is actually, physically doing to foster equity, inclusion, and diversity. So far, all I've seen in my three years of involvement are presentations on the topic.	2/11/2019 11:45 AM
2	What SCOE is looking out and how a division like ACRL could continue to be strong, but benefit ALA as a whole, too.	2/7/2019 5:39 PM
3	Movement and actions on moving forward with major initiatives such as DEI.	2/7/2019 4:18 PM
4	How to make leadership meetings more dynamic and inclusive	2/7/2019 3:26 PM
5	Difficult conversations regarding RACISM. Call it what it is -- Racism. Not Diversity, Equity, and Inclusion. The conversations are difficult, but they certainly won't get any easier if we keep not facilitating the conversations, ignoring them.	2/7/2019 2:51 PM
6	Issues of inclusiveness for younger career path librarians	2/7/2019 2:34 PM
7	Continued EDI work	2/4/2019 2:34 PM
8	EDI, assessment, future paths, user-centered focus, the changing landscape of academic libraries and their services	2/3/2019 10:21 PM
9	I wish it were more of an ACRL training for Section leaders. Explain budgeting, timelines for scheduling, fundraising, etc.	1/31/2019 5:14 PM
10	Specific leadership training surrounding the unfortunate event that happened at ALA Council.	1/31/2019 4:53 PM
11	I think we need to continue an emphasis on diversity and inclusion	1/31/2019 2:54 PM
12	I am thinking of the topic of change agents, managing change, theories of change. This seems to fit in with our interest in diversity, with an evolving ALA, and with evolving academic libraries.	1/31/2019 9:24 AM
13	Effective leadership of member volunteers or people at a distance	1/30/2019 11:06 AM
14	How to effectively lead, organize, create documentation, and how to deal with people in our committees who don't show up or do anything	1/29/2019 1:11 AM
15	goal area updates	1/28/2019 1:31 PM
16	The MW focus and program was practical and useful. However, I didn't hear anything about ACRL Board's activities, let alone ACRL's take on ALA at large. As a section chair, it would be great to have a regular mechanism for feeling included at least in ACRL governance activities.	1/28/2019 1:25 PM
17	More on leadership, change management, how ACRL and ALA are staying relevant.	1/28/2019 11:34 AM
18	More DEI.	1/26/2019 9:03 PM
19	I've enjoyed our last two (three?) LCs/speakers on issues related to EDI and would appreciate more opportunities to discuss these issues with fellow ACRL leaders. I also really like hearing updates from ACRL Presidents/Exec Director.	1/26/2019 12:29 PM
20	More EDI (core commitment) topics	1/26/2019 12:25 PM
21	Please bring similar issues and discussion to this leadership council meetings. Issues that the library leaders face in today's challenging world. I always enjoyed and learned when the leaders of other profession talk. But the principle of leadership is the same and can be used in any organizations. Almost.	1/25/2019 11:23 PM
22	EDI at every opportunity; hearing from the President or board members about what they consider important to the association and to academic libraries.	1/25/2019 10:07 PM
23	Changing formats in digital culture	1/25/2019 8:03 PM

24	if we want to actually diversify our profession, we should use these sessions to interrogate our systems and fix our organization so that we recruit, RETAIN, and value our colleagues of colour	1/25/2019 7:52 PM
25	Several years ago, Leadership Council reported on the ACRL Budget ... please consider doing so again.	1/25/2019 7:50 PM
26	na	1/25/2019 7:33 PM

Q13 Please provide any additional feedback you feel was not captured previously.

Answered: 14 Skipped: 30

#	RESPONSES	DATE
1	I would like time at Leadership Council to be used to learn more about ACRL activities and for enhancing my skills as a leader, but I think acknowledging and addressing the challenges we face with structural racism in the profession are even more important and I am glad the ACRL leadership is devoting time and energy to this area.	2/12/2019 10:52 AM
2	Despite my critiques, I do think the council meeting is useful and I do very much enjoy meeting my colleagues and having significant discussions. I'd just love to add some action items to my tool kit.	2/3/2019 10:21 PM
3	The lunch was good this time. I enjoyed the food, but also I made a point to ask the other people at my table about how they manage their section's liaisons and fundraising.	1/31/2019 5:14 PM
4	Thank you for a really good afternoon.	1/31/2019 9:24 AM
5	The food reception helps since traveling is difficult to arrive for Leadership	1/30/2019 11:06 AM
6	I noticed the lunch before Leadership Council in NO was well attended. Maybe substantial snacks that could serve as lunch for those of us arriving just in time (that would be me) would be a good compromise for the socialization needs?	1/28/2019 1:25 PM
7	Thank you for your work organizing a worthwhile Leadership Council!	1/26/2019 12:29 PM
8	Thank you for all the work that goes into pulling this together! Lunch was also fantastic.	1/26/2019 12:25 PM
9	My interactions during the reception and following the meeting very worthwhile. And, the menu selection for lunch was excellent. Thank you.	1/26/2019 9:30 AM
10	The food was excellent. The choice of Menu was excellent too. Thank you	1/25/2019 11:23 PM
11	Many thanks for a great meeting!	1/25/2019 10:16 PM
12	You / the hotel did a great job with lunch today	1/25/2019 8:03 PM
13	thanks for lunch - yummy and appreciated! i really do find this one of the most valuable meetings of the conference. thanks for putting so much effort into it's effectiveness!	1/25/2019 7:52 PM
14	na	1/25/2019 7:33 PM



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 #	Anne Phibbs Strategic Diversity Initiatives
2:50–3:50	6.0 ALA Reorganization The SCOE team will present possible new models for ALA structure solicit feedback on strengths/weaknesses of each.	SCOE Leaders and Consultants
3:50–3:55	7.0 ACRL 2019 & ACRL Scholarship Campaign	Trevor A. Grigoriev Dawes ACRL 2019 Conference Chair
3:55–4:00	9.0 Closing Remarks & Opening General Session	Lauren Pressley

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

Documents

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



**Association of College and Research Libraries
2018 Fall Board Strategic Planning Session (SPOS)**

Wednesday, October 10 – Friday, October 12, 2018
Hilton Cleveland Downtown, 100 Lakeside Avenue East, Cleveland, Ohio, 44114

AGENDA
Strategic Board Thinking Practices
(Chait, Ryan, & Taylor)

Generative – Generative thinking on the part of each board member leads to a more robust organization. Generative thinking helps the board look at patterns and environmental signals.

Strategic – Focus on performance and direction setting. Policy setting and strategic decision making are part of the strategic thinking practice.

Fiduciary – Focus on stewardship and governance, including legal and financial accountabilities. Important aspects of fiduciary thinking are stewardship and representation on behalf of members who elected the board members.

SPOS Meeting Outcomes

Generative

- Develop a shared understanding of equity, diversity, and inclusion (EDI) issues as they apply to ACRL.
- Identification of how external conditions and member needs impact ACRL's future direction.
- Develop a shared understanding of recent research on ACRL's members.
- Develop a shared understanding of ACRL's fundraising landscape.
- Increased knowledge of the work of the ALA TF on organizational effectiveness.
- A beginning discussion on the role of ACRL in offering events at an ALA MW meeting.

Strategic

- Review of ACRL's strategic direction to ensure relevance and sustainability.
- Consider how ACRL's EDI Initiative can be incorporated into the strategic plan.
- Develop a set of focused initiatives in response to the strategic plan.
- Identify strategies and initiatives ACRL could undertake to infuse EDI throughout the association.

Fiduciary

- Increase understanding of the roles and responsibilities of a strategic board and leadership's role in transformation and change.
- Develop ground rules for the Board's work in 2018–19.
- Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.
- Exercise of effective stewardship of ACRL's Plan for Excellence.



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2018 Fall Board Strategic Planning Session (SPOS)**

Wednesday, October 10 – Friday, October 12, 2018
Hilton Cleveland Downtown, 100 Lakeside Avenue East, Cleveland, Ohio, 44114
Center Street D Meeting Room 3rd Floor

Wi-Fi Password: ACRL2018

12:15 p.m. – Lunch at The Burnham (inside the Hilton Cleveland Downtown) for available attendees.

Expected Outcomes for Day One:

- Develop a shared understanding of equity, diversity, and inclusion (EDI) issues as they apply to ACRL.

Wednesday Agenda

Time	Agenda Description
2:00 p.m.	1.0 Opening Remarks, Introductions, and Agenda Overview (Pressley) <ul style="list-style-type: none">• Welcome, review of agenda, logistics• Introduction of Consultants: DeEtta Jones and Jerome Offord, DJA
2:15 p.m.	2.0 Getting to know you (DJA Associates)
2:45 p.m.	3.0 EDI Discussion (DJA Associates) #5.0, #9.0, #10.0, #11.0, #12.0, #13.0, #14.0, #15.0, #16.0, #20.0, #21.0, #22.0, #23.0
5:00 p.m.	4.0 Adjourn (Pressley)
5:45 p.m.	Meet in lobby for departure by bus at 5:45 p.m. The bus will depart from the Ontario entrance of the Hilton.
6:30–9:30 p.m.	Glass blowing activity and catered dinner Bus will return to the hotel at approximately 10:15 p.m.



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Hilton Cleveland Downtown, 100 Lakeside Avenue East, Cleveland, Ohio, 44114
Center Street D Meeting Room 3rd Floor

Wi-Fi Password: ACRL2018

8:00–8:30 a.m. *Optional breakfast available in Hilton Cleveland Downtown, Center Street D, 3rd floor*

Expected Outcomes for Day Two:

- An identification of how external conditions and member needs impact ACRL's future direction.
- A review of ACRL's strategic direction to ensure relevance and sustainability.
- A set of focused initiatives in response to the strategic plan.
- Consider how ACRL's EDI Initiative can be incorporated into the strategic plan.
- Identify strategies and initiatives ACRL could undertake to infuse EDI throughout the association.

Thursday Agenda

Time	Agenda Item
8:30 a.m.	5.0 Provide welcome and introductions (Pressley)
	6.0 Provide overview of agenda and expected meeting outcomes (Paul D. Meyer, Tecker International) <ul style="list-style-type: none">• Expected Meeting Outcomes, and Session Ground Rules #1.0, #2.0, #3.0, 4.0
	7.0 Discuss possible follow-up questions from Wednesday afternoon session. (Meyer)
	8.0 Brief introduction to strategic planning process and framework (Meyer) #5.0, #6.0, #7.0, #23.0
	9.0 Conduct scan of professional environment – What has changed in our environment that may impact our strategic direction? (Meyer) #8.0
	10.0 Report out on scan
	11.0 Strategic plan review (Meyer) #5.0, #6.0, #7.0, #23.0 <ul style="list-style-type: none">• Assess progress• Does anything need to change?• Review suggested language in the plan to be sure ACRL's signature initiative is clearly articulated.



Time	Agenda Item
Noon	<i>Lunch – Center Street C, 3rd Floor</i>
1:00 p.m.	12.0 Continue discussion on reviewing and updating ACRL’s strategic plan (Meyer) #5.0, #6.0, #7.0 <ul style="list-style-type: none">• Confirm changes• Discuss high-level implications of changes• Discuss high-level implementation plans• Discuss opportunities to work together
	<i>Break</i>
	13.0 Identify next steps (Meyer)
	14.0 Provide closing remarks (Pressley)
4:30 p.m.	15.0 Adjourn (Pressley)
5:45 p.m.	Meet in lobby of Hilton Cleveland Downtown at 5:45 p.m. for bus departure. The bus will depart from the Ontario entrance of the Hilton.
6:00 p.m.	Dinner at Crop, 2537 Lorain Avenue



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Hilton Cleveland Downtown, 100 Lakeside Avenue East, Cleveland, Ohio, 44114
Center Street D Meeting Room 3rd Floor

Wi-Fi Password: ACRL2018

8:00–8:30a.m. Optional Breakfast available in Hilton Cleveland Downtown, Center Street D, 3rd floor

Expected Outcomes for Day Three:

1. Follow up on items from previous day and clear articulation of next steps.
2. A shared understanding of ACRL member research.
3. A shared understanding of ACRL fundraising landscape.
4. Development of Board ground rules for 2018–19.
5. Increased knowledge of the work of the ALA TF on organizational effectiveness.
6. A beginning discussion on the role of ACRL in offering events at an ALA MW meeting.

Friday Detailed Agenda

Time	Agenda Item
8:30 a.m.	16.0 Welcome/Review previous days' work. Review work for the day and adjust agenda accordingly. (Pressley)
9:00 a.m.	17.0 Follow-up on any open loops from previous days (Pressley)
10:00 a.m.	18.0 Review of latest ACRL membership research (Petrowski) #8.0
10:30 a.m.	19.0 Board ground rules (Malenfant) #3.0, #4.0
11:00 a.m.	20.0 Update from ALA Effective Governance Task Force (Daly) #18.0, #19.0
11:30 a.m.	21.0 ACRL Fundraising (Petrowski) #44.0, #44.1, #44.2
Noon	<i>Lunch – Center Street C, Third Floor</i>
12:45 p.m.	22.0 Discuss ACRL's participation at Midwinter (Pressley) #43.0
1:30 p.m.	23.0 Review next steps, parking lot issues (Pressley)
1:45 p.m.	24.0 Provide closing remarks and information about meeting evaluation (Pressley) https://www.surveymonkey.com/r/SPOSevaluation
2:00 p.m.	25.0 Adjourn (Pressley)

Upcoming Meetings

- Fall Board Virtual Meeting: November 16, 2018
 - Midwinter Meeting 2019, Seattle, WA: January 25-29, 2019
 - ACRL 2019 Conference, Cleveland, OH: April 10–13, 2019
 - Spring Virtual Board Meeting 2019*, location & date TBD
 - Annual Conference 2019, Washington, DC: June 20–25, 2019
 - Fall Executive Meeting 2019*, location & date TBD
- *(Only Executive Committee members attend, but the full Board will be sent meeting documents, and asked for comments.)

ACRL Board Ground Rules

Approved Midwinter 2017

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared.
3. Avoid side conversations.
4. Encourage candor and be forthright in communication.
5. Speak up if you have a question or to test assumptions.
6. Listen actively and differ respectfully.
7. Signal conclusion, identify next steps, and make clear assignments.
8. Encourage/Give everyone an opportunity to talk.
9. Make knowledge-based decisions using these four questions:

4 Questions for Knowledge-Based Decision Making

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision? *
 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: October 19, 2016

These guidelines address ACRL Board members' use of their personal social media accounts in sharing information from Board meetings and events.

1. Purpose

Social media offers an opportunity for the ACRL Board to increase two-way communication with members. As such, we recognize the importance of social media not only for sharing information and updates, but in contributing towards greater transparency and member engagement.

2. Guidelines

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

- a. use their personal social media accounts to share Board information;
- b. not share information from closed or executive sessions of the Board;
- c. share objective facts without including personal opinions;
- d. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members;
- 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.

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**Association of College and Research Libraries
2017 Fall Board Strategic Planning Session (SPOS)**

Wednesday, September 13, 2017 – Friday, September 15, 2017
Hilton Cleveland Downtown, 100 Lakeside Avenue East, Cleveland, Ohio, 44114

AGENDA
Strategic Board Thinking Practices
(Chait, Ryan, & Taylor)

Generative – Generative thinking on the part of each board member leads to a more robust organization. Generative thinking helps the board look at patterns and environmental signals.

Strategic – Focus on performance and direction setting. Policy setting and strategic decision making are part of the strategic thinking practice.

Fiduciary – Focus on stewardship and governance, including legal and financial accountabilities. Important aspects of fiduciary thinking are stewardship and representation on behalf of members who elected the board members.

SPOS Meeting Outcomes

Generative

- An identification of environmental trend/themes that may impact ACRL's future direction.
- Develop an understanding of the PLA Project Outcomes and consider its relevance for ACRL and academic libraries.
- A response to the mega issue question: "How could the profession respond to the increased pressure to connect value to student outcomes while continuing to protect student anonymity?"
- A response to the mega issue question: "How should ACRL ensure that its membership value proposition remains sought after by future academic librarians?"

Strategic

- A preview of the commissioned research agenda on academic library impact.
- A review of ACRL's strategic direction to ensure relevance and sustainability.
- A set of focused initiatives in response to the strategic plan.

Fiduciary

- Increase understanding of the roles and responsibilities of a strategic board and leadership's role in transformation and change.
- Develop ground rules for the board's work in 2017–18.
- Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.
- Exercise of effective stewardship of ACRL's Plan for Excellence.
- Review & approve revised budget for FY18.



**Association of College and Research Libraries
2017 Fall Board Strategic Planning Session**

Wednesday, September 13, 2017

2:00 – 5:00 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

Noon – Lunch at The Burnham (inside the Hilton Cleveland Downtown) for available attendees.

Expected Outcomes for Day One:

1. Strengthen relationships among board members to foster open communication and effective Board stewardship.
2. Develop and affirm ground rules for the board's work in 2017–18.
3. Develop an understanding of the PLA Project Outcomes and consider its relevance for ACRL and academic libraries.
4. Preview research agenda on academic library impact.
5. Review and vote on revised FY18 budget.
6. Increase understanding of the roles and responsibilities of a strategic Board.

Wednesday Detailed Agenda

Time	Agenda Description
2:00 p.m.	1.0 Opening Remarks, Introductions, and Agenda Overview (Middleton) <ul style="list-style-type: none">• Welcome, review of agenda, logistics
2:15 p.m.	2.0 Getting to know you (Pressley)
2:45 p.m.	3.0 Review and, if warranted, revise existing Board Ground Rules (Kara Malenfant) <ul style="list-style-type: none">• Existing ground rules and social media guidelines #3.0, #4.0, #24.0
3:00 p.m.	4.0 PLA Project Outcome and implications for ACRL (Emily Plagman) <ul style="list-style-type: none">• Learn about PLA's Project Outcome and discuss if and how ACRL might want to adapt it for academic librarians.
3:55 p.m.	<i>Break</i>
4:10 p.m.	5.0 Preview of commissioned report by OCLC Research <i>Academic Library Impact: Improving Practice and Essential Areas to Research</i> #31.0 <ul style="list-style-type: none">• Learn about this report and preview the literature analysis dashboard (Malenfant)• Find out next steps being planned by VAL and staff (Sara Goek)
4:20 p.m.	6.0 FY18 Budget revisions (Lehner) #32.0, #33.0 <ul style="list-style-type: none">• Review financing of Choice OER initiative and its impact on ACRL and Choice budgets.• Review increase in overhead payments to ALA.• Take action on revised FY18 budget.



Time	Agenda Description
4:40	Break – continuing Board members can adjourn. New Board members please stay for final item.
4:45 p.m.	7.0 The Strategic Board: Discussion and Board development (McNeil) (<i>for first-year Board members; optional for those in 2nd year and beyond</i>). <ul style="list-style-type: none">• Knowledge-based Board principles #1.0• Discussion of strategic board practices #2.0
5:00 p.m.	8.0 Adjourn (Middleton)
5:45 p.m.	Meet in lobby for departure at 5:45 p.m. (short drive)
6:00 p.m.	Soulcraft Woodshop (make your own cheeseboard) & dinner for Board and goal-area committee leaders.

**Association of College and Research Libraries****2017 Fall Board Strategic Planning Session with Goal-area Committee Leaders**

Thursday, September 14, 2017

8:30 a.m. – 4:00 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

*8:00–8:30 a.m. Optional breakfast available in Hilton Cleveland Downtown, Hope Ballroom B, 3rd Floor***Expected Outcomes for Day Two:**

1. An identification of how external conditions and member needs impact ACRL's future direction.
2. A review of ACRL's strategic direction to ensure relevance and sustainability.
3. A set of focused initiatives in response to the strategic plan.

Thursday Detailed Agenda

Time	Agenda Item
8:30 a.m.	9.0 Provide welcome and introductions (Middleton)
	10.0 Provide overview of agenda and expected meeting outcomes (Paul D. Meyer, Tecker International) <ul style="list-style-type: none">• Expected Meeting Outcomes, and Session Ground Rules #3.0, 4.0, #24.0, #28.0
	11.0 Group “Ice Breaker” – <i>Where does your “mental model” for association leadership come from?</i> (Meyer)
	12.0 Discuss possible follow-up questions from Wednesday afternoon session. (Meyer)
	13.0 Brief introduction to strategic planning process and framework (Meyer)
	14.0 Conduct scan of professional environment – What has changed in our environment that may impact our strategic direction? (Meyer) #16.0, #17.0, #17.1, #18.0, #19.0, #20.0, #23.0, #29.0, #35.0, #36.0
	15.0 Report out on scan
	16.0 Strategic plan review (Meyer) #5.0, #7.0, #8.0, #9.0, #10.0, #11.0, #12.0, #13.0, #14.0, #15.0, #21.0, #22.0, #27.0 <ul style="list-style-type: none">• Assess progress• Does anything need to change?
Noon	<i>Lunch – Hope Ballroom B</i>



Time	Agenda Item
1:00 p.m.	17.0 Continue discussion on reviewing and updating ACRL's strategic plan (Meyer) #5.0, #7.0, #8.0, #9.0, #10.0, #11.0, #12.0, #13.0, #14.0, #15.0, #21.0, #22.0, #27.0 <ul style="list-style-type: none">• Confirm changes• Discuss high-level implications of changes• Discuss high-level implementation plans• Discuss opportunities to work together
	<i>Break</i>
	18.0 Identify next steps (Meyer)
	19.0 Provide closing remarks (Middleton)
4:00 p.m.	20.0 Adjourn (Middleton)
6:15 p.m.	<i>Meeting in lobby and walk (0.6 miles/15 min.) or share cabs to dinner.</i>
6:30 p.m.	<i>Dinner at Chinato, 2079 E 4th St.</i>



**Association of College and Research Libraries
2017 Fall Board Strategic Planning Session**

Friday, September 15, 2017

8:30 a.m.–3:30 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

8:00–8:30a.m. *Optional Breakfast available in Hilton Cleveland Downtown, Hope Ballroom B, 3rd Floor*

Expected Outcomes for Day Three:

1. An introduction to the mega-issue process.
2. A set of decisions in response to mega-issue questions.

Friday Detailed Agenda

Time	Agenda Item
8:30 a.m.	21.0 Welcome (Middleton)
	22.0 Provide brief presentation on mega-issue discussion process (Meyer)
	23.0 Discuss of mega issue question #1: <i>How could the profession respond to the increased pressure to connect value to student outcomes while continuing to protect student anonymity?</i> (Meyer) #6.0 <ul style="list-style-type: none">• Present mega-issue question• Identify relevant sub-questions• Review and discuss background information:<ul style="list-style-type: none">○ What do we know about the members' needs?○ What do we know about the needs of our profession?○ What is our “capacity” and “strategic position” relevant to this question?○ What are the ethical considerations related to our choices?• Identify most important information points
	<i>Break</i> <ul style="list-style-type: none">• Brainstorm possible choices on how the association could respond• Eliminate and prioritize choices• Create “advantages” and “disadvantages” of choices• Identify possible action steps
	24.0 Discuss of mega-issue question #2: <i>How should ACRL ensure that its membership value proposition remains sought after by future academic librarians?</i> (Meyer) #16.0, #17.0, #17.1, #18.0, #19.0, #20.0, #23.0, #29.0, #35.0, #36.0 <ul style="list-style-type: none">• Present mega-issue question• Identify relevant sub-questions• Review and discuss background information (Meyer):



Time	Agenda Item
	<ul style="list-style-type: none">○ What do we know about the members' needs?○ What do we know about the needs of our profession?○ What is our "capacity" and "strategic position" relevant to this question?○ What are the ethical considerations related to our choices?
Noon	<i>Lunch – Hope Ballroom B</i>
1:00 p.m.	<p>25.0 Continue discussion of mega-issue question #2: <i>How should ACRL ensure that its membership value proposition remains sought after by future academic librarians?</i> (Meyer) #16.0, #17.0, #17.1, #18.0, #19.0, #20.0, #23.0, #29.0, #35.0, #36.0</p> <ul style="list-style-type: none">• Identify most important information points <p><i>Break</i></p> <ul style="list-style-type: none">• Brainstorm possible choices on how the association could respond• Eliminate and prioritize choices• Create "advantages" and "disadvantages" of choices• Identify possible action steps <p>26.0 Provide closing remarks and information about meeting evaluation (Middleton)</p> <ul style="list-style-type: none">• https://www.surveymonkey.com/r/SPOSevaluation
3:30 p.m.	27.0 Adjourn (Middleton)

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

i. *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.

ii. *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.

a. *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.

b. *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.

c. *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.

d. *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.

e. *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.

iii. *Purpose, Scope, Implementation, Review Process, and Definitions*
 . *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.

a. *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.”

b. *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.

c. *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*:
 - a. 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.
 - b. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

iv. *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.

v. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

. *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](#))

a. *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)

b. *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:
 - a. 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
 - b. 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
 - c. Fiscal Services Department
 - Accounting
 - Financial systems
 - Planning and budgeting
 - Business expense (insurance, legal, audit)
 - Credit and collections
 - d. Publishing Department
 - Copyright service
 - Rights and permissions

- e. Executive Office
 - f. Washington Office
 - g. Office for Intellectual Freedom
 - h. Office for Literacy and Outreach Services
 - i. Office for Library Personnel Resources
 - j. Office for Research
 - k. Library and Research Center
2. ALA charges Divisions for the actual costs of the following services of ALA departments:
- a. 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
 - b. 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 prerequisite 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
- c. 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.

c. *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.

d. *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.

e. *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:

- . Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
- a. 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.

f. *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.

g. *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.

h. *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.

i. *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.

vi. *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.

vii. *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.

viii. *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.

ix. *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.

x. *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.

xi. *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.

Report, Work Plan, Planning Grid Feedback

Received March 2019

Goal-area Committees

- **New Roles and Changing Landscapes Committee (NRCL):** New Roles discussed the forms and don't find them to be problematic; they particularly like the 3-year grid as a compelling and easy way to visualize long-term plans. They think the workplan is generally fine but that they could produce more useful plans if they had information from the Board on how they're using them in practice: To support gap analyses of all committee work plans? Inform budget assumptions? Advance alignment of committees?
- **Research and Scholarly Environment Committee (ReSEC):** Nathan and I also discussed this on our call today. The grid itself is not very helpful and I would be in favor of discarding it completely. We don't use it in our planning, but we do use the workplan. I recall that Student Learning modified the workplan template somewhat for their report? I remember liking how they had things laid out and would be in favor of modifying the workplan template to align with that.
- **Student Learning and Information Literacy Committee (SLILC):** Thank you for bringing this up. Nicole and I discussed this and came to the following conclusions.
 - We'd like to see a more nimble, responsive system for goal-setting. We don't use the 3-year grid in our work — in reality, our Annual Work Plan changes after SPOS, and the 3-year grid is rendered unable to inform the next year's work plan in a meaningful way.
 - It would be most useful for us to fold longer-term goals into the Annual Work Plan. One idea we have is to include a section in the Annual Work Plan for communicating long-term milestones (i.e., up to 3 years in the future). We find the ACRL Plan for Excellence to be extremely useful for long-term guidance and value the work we do at SPOS with the Board to tweak our direction. We find the 3-year grid to be an unnecessary step as it does not move our work forward.
- **Value of Academic Libraries Committee (VAL):**
 - Jill was unaware there was a 3-year planning grid, while I've known about it, I had to rummage through my email to find the grid Alan attached to the agenda for the virtual VAL meeting last May.
 - I would say that the idea of longer range planning is good, but the format of the grid, the workplan, and how we've divided projects/assignments are disjointed and so it's not always easy to see how all of those relate to the committee's work and to ACRL objectives.
 - I also feel like I've been catching up or reactive far more than I've been proactive, so I know that also factors in.

Non-goal area Committees

- **ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board:** see annotated template (Doc 14.1)

- **Information Literacy Framework and Standards Committee:**
 - I think the report/work plan structure, and its timing of the different documents, is a little wonky. I know for me, there was some confusion in the hand-off between Nancy's work and mine, and whether information was submitted. But that may have just been a case of me dropping the ball or not understanding something!
 - In terms of the actual plan creation itself -- within this document -- I found that to be simple and straightforward. The only thing I can think of is, structurally, making the document more like a form to be filled out could be helpful... but it's pretty much there already. I didn't find that there were areas where sections didn't apply, or I couldn't answer/address the prompts... so, in my experience, the work plan model worked!
- **Section Membership Committee**
 - Positive:
 - Readability. For as much content as this form holds, it is actually quite readable. Using varied font size, color, and tables helps a lot.
 - Including Text That Clarifies Context. It is so good to include the committee charge, the names of those filling positions, and having choices for the Timeline.
 - Basic Requirements. The questions asked seem right.
 - Possible Changes:
 - Exceptions for Standing Committees. Allow committees such as Membership and Standards a “pass” on connecting their work to goal areas. I’ve been completing this kind of form in ALA for many years and this part requires much creativity.
 - Mandated Page Breaks, a Numbering Scheme, or a Bolder Header for the Activity/Projects. I tend to get lost in documents and appreciate a structure that helps me understand what is going on. A device to make obvious the separate project-sections would help readers.
 - Begin the Committee Work Plan With a Summary of the Activity/Project List. A longer document probably isn’t what we want but a summary seems right.



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

Committee

Visit the [ACRL Directory of Leadership](#) to find your charge.

Committee Name: ACRL/LLAMA Interdivisional Committee on Building Resources

Charge/Tasks: To continuously update the "Academic Library Building Design: Resources for Planning" resource guide for planning library buildings and learning spaces, using existing resources such as those available from ACRL, ARL, LLAMA, EDUCAUSE, and other organizations as appropriate. To suggest additional tools as appropriate that might help those planning library and learning spaces. To scan related professional organizations annually to determine and implement the most effective and appropriate places and methods for promotion of the guide. If resources are needed requests must be made to the ACRL and LLAMA Boards

Committee leadership

Visit the [ACRL Directory of Leadership](#) to find your committee roster. Click the "Next Year" link to view 2017–18 roster information.

- Current Chair (2017–18): Anne Casey, ACRL Co-Chair; Eric Kidwell, LLAMA Co-Chair
- Incoming Chair (2018–19): Same as above
- Incoming Vice-chair (2018–19): No Vice-Chair for this committee
- Incoming Board Liaison (2018–19): Kelly Jacobsma
- Staff Liaison: Mary Jane Petrowski, ACRL; Kerry Ward, LLAMA

Submission information

Year-end report written by: Anne Casey

Work plan submitted by: Anne Casey

2017–18 Year-end Committee Report

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

What were the major projects/activities accomplished by your committee in the 2017–18 membership year?

A brief bulleted list is suggested here; reference 2017–18 work plan projects

- All areas of the research guide were updated
- Preliminary conversations on overhauling the research guide design were begun
- Agreed to develop a survey for ACRL on Building Resources and successfully sought funding from ACRL

How did you go about getting them done?

A brief bulleted list is suggested (correspond bullets to those above)

- Committee members volunteered to update specific sections of the guide
- Committee meetings included discussion of new design ideas
- Formed a subcommittee that has begun drafting a survey
- Entered into a relationship with Counting Opinions to advise the survey design and administer the survey

What were the relevant results for your projects?

A brief bulleted list is suggested that includes assessment as appropriate (correspond bullets to those above).

Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)

- A research guide with all sections updated in the same year.
- A funding commitment from ACRL for the survey
- First draft survey questions

Are any 2017–18 projects ongoing?

A brief bulleted list is suggested here

- All are ongoing

What worked well?

A brief bulleted list is suggested here

- Committee members' willingness to participate in all aspects of the research guide update

What could have worked better?

A brief bulleted list is suggested here

- Regular rather than Ad Hoc committee meetings

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

A brief bulleted list is suggested here

- Indirectly, by making the essential building resources available to anyone, we provide access to a body of knowledge that includes and benefits all.

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

Optional

- That I would have to learn how to edit and maintain a LibGuide!

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

Optional

- From my point-of-view as the ACRL co-chair, working with Eric Kidwell, the LLAMA co-chair, has been the most rewarding experience. Exploring the issue of building resources from the point-of-view of both sections has made our discussions and work a richer experience.

Any other comments, recommendations, or suggestions?

Optional

2018–19 Committee Work Plan

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

Activity/Project Name

Develop a new committee charge to reflect the addition of oversight of a Library Facility Survey and subsequent publication as a central focus of the committee.

Brief Description

A brief description of project.

Goal Area

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

☐ Value of Academic Libraries

- ☐ 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

- ☐ 1. Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.
- ☐ 2. Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.
- ☐ 3. Build capacity for librarians to collaborate with faculty and other campus partners in instructional and curricular design and delivery that will integrate information literacy into student learning.
- ☐ 4. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.

☐ Research and Scholarly Environment

- ☐ 1. Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.
- ☐ 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship.
- ☐ 3. Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open and equitable system.

☐ New Roles and Changing Landscapes

- ☐ 1. Deepen ACRL's advocacy and support for a full range of information professionals.
- ☐ 2. Equip library workforce at all levels to effectively lead, manage, and embrace change.
- ☐ 3. Expand ACRL's role as a catalyst for transformational change in higher education.

☐ Demonstrating Commitment to Equity, Diversity, and Inclusion within ACRL and/or the Profession.

☒ Enabling Programs and Services (education, advocacy, publications, or member engagement)

Brief sentence connecting your project to the Plan

The committee has embraced a new focus in the last year and will need a new charge to more accurately identify its work in the areas of member engagement and publications.

Timeline

- ☐ continuous project assigned in charge
☒ short-term project that will be completed this membership year
☐ multi-year project continuing past this membership year (expected completion date: _____)

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

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

(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Draft new committee charge	September 2018	Full committee	
Obtain approval for new committee charge	By December 2018	Co-chairs	Staff support
Develop a request to convert the committee to an editorial board	By Midwinter 2019	Committee	Staff support

Assessment: How will success be measured?

Success will be measured by the adoption and approval of a new committee charge.

Activity/Project Name

Update and improve the ACRL/LLAMA Academic Library Building Design: Resources for Planning Guide.

Brief Description

Each section of the planning guide will be updated in terms of accuracy and currency of materials. The overall guide will be evaluated and restructured following current best practices to make it easier to navigate and more visually appealing.

Goal Area

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

☐ Value of Academic Libraries

- ☐ 1. Articulate a research agenda that communicates the value of academic and research libraries.
- ☒ 2. Promote the impact and value of academic and research libraries to the higher education community.
- ☐ 3. Build on Assessment in Action to expand community of practice and professional development opportunities.
- ☐ 4. Support libraries in advancing issues of equity, access, diversity, and inclusion in higher education.

☐ Student Learning

- ☐ 1. Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.
- ☐ 2. Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.
- ☐ 3. Build capacity for librarians to collaborate with faculty and other campus partners in instructional and curricular design and delivery that will integrate information literacy into student learning.
- ☐ 4. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.

☐ Research and Scholarly Environment

- ☐ 1. Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.
- ☐ 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship.
- ☐ 3. Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open system.

☐ New Roles and Changing Landscapes

- ☐ 1. Deepen ACRL's advocacy and support for a full range of information professionals.
- ☐ 2. Equip library workforce at all levels to effectively lead, manage, and embrace change.
- ☐ 3. Expand ACRL's role as a catalyst for transformational change in higher education.

☐ Demonstrating Commitment to Equity, Diversity, and Inclusion within ACRL and/or the Profession.

☐ Enabling Programs and Services (education, advocacy, publications, or member engagement)

Brief sentence connecting your project to the Plan

The building resources information contained and cited in the Academic Building Design Guide is designed to provide best practices and examples on library buildings in the literature to promote the impact and value of libraries.

Timeline

- ☒ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past this membership year (expected completion date: _____)

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

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

(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Assign each discrete area of the research guide to a committee member for review	September 7, 2018	Co-chairs	N/A
Review and update each section of the research guide as needed	December 14, 2018	Committee members	N/A
Review LibGuide best practices and restructure guide to make it more visibly appealing	February 28, 2019	Committee Members	N/A

Assessment: How will success be measured?

The updated project research guide will be used by members needing information on library facilities. Data on numbers of members accessing guide will be solicited from ACRL staff periodically.

Activity/Project Name

Develop and administer the Library Facility Survey

Brief Description

Academic library leaders have long sought answers to questions about library facilities. Some exists in other surveys but ACRL staff saw the need for a comprehensive facility survey, administered annually, which would provide data for a publication on facilities. There will be three parts to the Academic Library Facility Survey – a basic survey, a new building/renovations survey, and one for proposed future buildings/renovations.

Goal Area

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

☐ **Value of Academic Libraries**

- ☐ 1. Articulate a research agenda that communicates the value of academic and research libraries.
- ☐ 2. Promote the impact and value of academic and research libraries to the higher education community.
- ☐ 3. Build on Assessment in Action to expand community of practice and professional development opportunities.
- ☐ 4. Support libraries in advancing issues of equity, access, diversity, and inclusion in higher education.

☐ **Student Learning**

- ☐ 1. Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.
- ☐ 2. Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.
- ☐ 3. Build capacity for librarians to collaborate with faculty and other campus partners in instructional and curricular design and delivery that will integrate information literacy into student learning.
- ☐ 4. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.

☐ **Research and Scholarly Environment**

- ☐ 1. Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.
- ☐ 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship.
- ☐ 3. Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open system.

☐ **New Roles and Changing Landscapes**

- ☐ 1. Deepen ACRL's advocacy and support for a full range of information professionals.
- ☐ 2. Equip library workforce at all levels to effectively lead, manage, and embrace change.
- ☐ 3. Expand ACRL's role as a catalyst for transformational change in higher education.

☐ **Demonstrating Commitment to Equity, Diversity, and Inclusion within ACRL and/or the Profession.**☒ **Enabling Programs and Services (education, advocacy, publications, or member engagement)****Brief sentence connecting your project to the Plan**

The Library Facilities publication derived from the annual survey will enable members of the profession to learn about best practices and find information on comparable organizations to assist them in creating new and restructuring older library facilities.

Timeline

- ☒ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past this membership year (expected completion date: _____)

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

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

(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Draft Basic Facilities Survey	July - August, 2018	Subcommittee of volunteers from the larger committee	Staff support
Field test basic facilities survey	September, 2018	Subcommittee; Counting Opinions	Staff support
Draft New Building/Renovations survey questions	October – November, 2018	Committee	
Field test new building/renovations survey	January 2019	Committee; Counting Opinions	
Launch basic Facilities Survey	October, 2018 – March, 2019	Subcommittee, ACRL staff, LLAMA staff, Counting Opinions	Staff support
Conduct Information sessions on surveys	Midwinter, 2019 ACRL Conference 2019	Designated committee members	
Draft “Looking forward” survey questions	February – March 2019	Committee; Counting Opinions	
Finalize report outputs from basic survey	March – April, 2019	Subcommittee, ACRL staff, LLAMA staff, Counting Opinions	Staff support
Field test “looking forward” survey	April – May 2019	Committee; Counting Opinions	

Assessment: How will success be measured?

Success will be measured by the number of libraries that respond to the surveys annually and the number of libraries subscribing to the library facilities database.

This page included to accommodate double sided printing.

ACRL EDI Data Collections Working Group

Convener-Lee LaFleur, April Cunningham, Cheryl Middleton, Mary Jane Petrowski

Charge: Identifying what racial and ethnic diversity info is already collected by ALA and ACRL and what could be collected.

Summary:

The EDI Data Collections group met twice, to discuss available data and collection efforts underway within ACRL and across ALA and the divisions. Additionally, the group discussed a number of opportunities for identifying and sharing EDI data related to the association with the membership. While the group also noted the potential value of EDI data about non-members, which might impact our understanding of barriers to membership, we did not include that focus within the scope of our work.

Ultimately, the group felt that the goal of collecting and analyzing EDI related data about the organization could help us to benchmark or better assess our efforts to improve the experience of diverse groups within the association.

Additionally, being able to share elements of this data back to the membership might help with transparency regarding our efforts and what we know about diversity within the association.

During the course of our meetings Mary Jane Petrowski shared a wealth of knowledge regarding a variety of currently distributed surveys as well as notes about ongoing conversations between ACRL and other organizations including PLA, ALA-APA, and the ALA Diversity Office/ODLOS.

Existing surveys include the ALA Salary Survey and ACRL Membership survey. Additionally, we discussed data collected during the volunteer application process.

What would we like to know/collect:

This group did not specifically identify which data points would be most useful for addressing historical racial inequities; challenging oppressive systems within academic libraries; valuing different ways of knowing; and identifying and working to eliminate barriers to equitable services, spaces, resources, and scholarship (as stated in the Plan for Excellence). That said, discussions included data on the racial, ethnic, and gender identities of members, salary information, data on the diversity of ACRL conference and program speakers, general volunteers/appointments, and nominees/candidates standing for office. Some elements of these are further detailed below:

Data collection surveys and opportunities:

- Salary data-There have been recent discussions regarding the ALA Salary Survey and whether it could be revised to collect EDI data. This is a national survey not a member survey. (ALA-APA/Lorelle Swader, PLA)

- Publications data: We discussed EDI data related to ACRL publications (authors of books and articles) and working with Erin Nevius to better understand these variables.
- Member Surveys (conducted quarterly) already collect demographic data, but response rates are low.
- ACRL data collected as part of volunteer data survey (collected annually)
- ACRL nominations-those who stand for election for various offices
- Faculty status survey (every 10 years)
- Committee and Section volunteer data
- Conferences and programs—collecting and examining demographic data about conference and program speakers (gender, race, etc.) to work toward maximizing diversity, equity, and inclusion. Could specifically work with the 2021 Conference planners on this. (Carolyn, Beth, Margot, Tory)

Barriers:

- Low response rate for demographic information—We discussed that some members and survey respondents are generally unwilling to provide detailed information about their personal demographics. This could be because they are concerned that the data collected about them could be used negatively with reference to committee and volunteer appointments and other opportunities across the association. Addressing this may require experimentation with ways of collecting demographic information separately from the application process. For example, having a demographics questionnaire appear after the application is submitted, rather than as part of the application process.
- GDPR —We noted that the European General Data Protection Regulation (GDPR) could be a barrier to collecting more nuanced demographic data, in general and particularly as it pertains European ACRL members.

EBD #12.23.2

2018-2019

TO: ALA Executive Board

RE: Proposed Title and Concept for New Winter Event

ACTION REQUESTED/INFORMATION/REPORT:

Conference Services has reviewed the documents and recommendations presented over the several months by the Conference Committee regarding the replacement of the Midwinter meeting. They have been incorporated into a concept and marketing draft for review and approval, if required.

ACTION REQUESTED BY:

Earla Jones, Director, Conference Services
Paul Graller, Conference Services Contractor

CONTACT PERSON:

Earla Jones
312-280-3226
ejones@ala.org

DRAFT OF MOTION:

DATE: March 28, 2019

BACKGROUND:

The American Library Association will premiere January 22-26, 2021 and the event will take place in Indianapolis, IN. The event will be designed to motivate, inspire and engage discussions that will shape the future of libraries and their communities.

ATTACHMENTS:

- Draft Concept Summary & Marketing Plan
- Sample Conference Theme Graphic
- Preliminary Budget

PROPOSED TITLE
Vision (21) Conference & Expo

CONCEPT SUMMARY & MARKETING PLAN

“Vision: a thought, concept, or object formed by the imagination”

The American Library Association will premiere the **Vision (21) Conference & Expo** in January 2021. The official dates are January 22-26, 2021 and the event will take place in Indianapolis, IN. Vision (21) is designed to motivate, inspire and engage discussions that will shape the future of libraries and their communities.

Objectives

To provide unique offerings and allow attendees to determine the most relevant content for their continuing education, the conference will bring together two important conversations – *Leadership, Strategy and the Future* and *Books, Media, and Authors*. These two broad content streams will utilize multiple formats: information sessions (speakers and panels), interactive workshops for collaborative and hands-on learning, “campfire” discussions, facilitated convening designed to generate conversation among participants, across perspectives.

Leadership, Strategy, and the Future

Focuses on both the topics (what to know) and the skills (how to know) that library professionals need to lead for the future. This track will feature educational sessions, workshops, and discussions that explore new and emerging trends, innovation and ideation, problem-solving, and teamwork and collaboration.

Books, Media, & Authors

Focuses on the traditional core of libraries – books, literacy, multimedia collections, and more. A perfect complement to the Youth Media Awards, Andrew Carnegie Medals Announcements, and RUSA Book and Media Awards Ceremony and Reception, these sessions will explore the collection, promotion, and evaluation of books, media, and other resources for children, teens, and adults.

Additional Features

- **ALA Gives Back:** The new event will incorporate a service initiative as giving back to the local community is a rewarding enhancement to a conference experience. A local affiliate will be designated as a site for a hands-on community service opportunity encouraging staff and registrant participation.
- Other features are being discussed as potential additions to be incorporated into the new event.

Goals/Expectations

- Launch Vision (21) as leadership focused event that offers ALA members an experience that is distinctively different from the ALA Annual Conference
- Offer a schedule for Vision (21) that provides access and opportunity for collaboration and cross learning from peers and thought leaders

- Encourage content proposals that include a higher-level education conversation, hands-on interaction, trend-scanning information, and speculative design concepts
- Encourage content submissions from exhibitors as they have been well received at the Symposium on the Future of Libraries
- Create meaningful education and networking platforms that encourage connections during the Expo with the exhibitors that provide products and services to ALA members

Target Registration

- Attendees: 3500
- Exhibitors: 1000

Target Audience Segments

- Past ALA Annual Conference and Midwinter attendees
- Past ALA Annual Conference and Midwinter exhibitors
- Members within 200 miles of conference location
- Library directors
- Members who have not previously attended annual
- First time attendees from annual conference 2019 and 2020

Look & Feel

- Website capturing the components (color/font/shapes) depicted in the theme graphic imagery (leadership, technology, celebration/awards)
- Graphic design should be consistent across all Vision (21) collateral, attendee and exhibitor promotional materials, electronic communications, publications, and signage

Call for Proposals

The call for proposals will seek three distinct types of sessions which embrace the “what to know” and “how to know” themes. A final decision on the format and schedule will be completed by **June of 2019**.

- **Information Sessions** - A traditional theater room set with a front of room podium and/or speakers’ table that provides focused consideration of a specific trend, topic, or issue with available time for questions and answers from the audience. These sessions are especially useful for focusing attendees’ attention on what they need to know now to make sense of the future.
- **Workshops** – An interactive room set with rounds or tables that encourages collaborative discussion or hands-on learning. These sessions provide time for instruction but allow attendees to engage in active learning through discussion, activities, or other constructive learning. These sessions are especially useful for focusing attendees’ attention on how they can be more strategic, effective in leadership, or proactive in using foresight tools or strategies.
- **Discussions** – A “campfire” room set with a facilitator in the middle with the audience in the round. These sessions are designed to spark conversation across participants – a lead discussant or facilitator poses questions or prompts (15 – 20 minutes) and encourages participants to share their perspectives and insights.

Marketing

With the sunseting of Midwinter in 2020, there will be an extended period for the marketing and promotion for the launch of Vision (21). The marketing to ALA membership will follow the targets below as a **guide** (subject to change) for the promotion schedule.

- Promotion Teaser: June 2019
- Official Announcement: Fall 2019
 - Registration and Exhibit Space pricing
- Call for Proposals Open: February-April 2020
- Registration/Housing Opens: March 2020
- Proposal Review: May-June 2020
- Announce Program: August 2020

Communication Strategy

Each of the following should be clear and concise, directing recipients to the Vision (21) website using links and buttons. The website will have the most comprehensive information regarding the conference until the mobile app is launched closer to the time of the event.

- Email (internal and registration vendor)
- ALA.org homepage
- American Libraries (monthly ad, feature articles)
- Material marketing (printed collateral)
- Cognotes

ALA American
Library
Association

VISION 21

Conference & Expo
Indianapolis, IN
January 22—26, 2021

New Event Budget
11-6-18

REVENUE	Budget	
Exhibits		
Exhibit Space	\$ 700,000.00	35,000 @ \$20/nsf
Sponsorships	\$ 75,000.00	
Advertising	\$ 75,000.00	
Attendee		
Exhibit Hall Only Registration	\$ 20,000.00	
Conference Registration	\$ 787,500.00	3,500 @\$225
Miscellaneous Revenue		
Retained Cancellation	\$ 2,000.00	
Hotel Commissions	\$ 42,000.00	2,000 rooms@4 nights@\$150@3.5%
Meeting Room Rentals	\$ 15,000.00	
TOTAL REVENUE	\$ 1,716,500.00	
EXPENSES		
PRODUCTION		
Facility Rental	\$ 85,000.00	
General Contractor	\$ 150,000.00	
Photographer	\$ 10,000.00	
First Aid	\$ 5,000.00	
Electrical	\$ 15,000.00	
Telephones/Internet	\$ 15,000.00	
Computer Rental	\$ 40,000.00	
Show Cancellation Insurance	\$ 5,000.00	
Registration Contractor	\$ 25,000.00	
Registration Temporary Labor	\$ 10,000.00	
Registration Supplies	\$ 15,000.00	
Security	\$ 35,000.00	
Staff Travel	\$ 25,000.00	
Staff Housing	\$ 10,000.00	
CONFERENCE		
Keynote Speaker	\$ 30,000.00	
Speaker Fees	\$ 20,000.00	
Audio Visual	\$ 150,000.00	
F&B - Receptions in exhibits	\$ 100,000.00	
Accessibility Services	\$ 20,000.00	
Ground Transportation - Shuttle Bus/Limo	\$ 30,000.00	First year only
EXHIBIT SALES & DEVELOPMENT		
Prospectus/Sales Materials - Printing	\$ 3,500.00	
Postage	\$ 4,000.00	
ATTENDEE DEVELOPMENT		
Post Card #1 - Print	\$ 3,250.00	
Post Card #1 - Postage	\$ 5,000.00	
Ad Development	\$ 500.00	
Web Development	\$ 5,000.00	
Eblasts	\$ 500.00	
Post Show Surveys	\$ 500.00	
Directory Design and Printing	\$ 25,000.00	
Administration		
Salaries/Benefits	\$ 120,000.00	
Exhibits Contractor	\$ 85,000.00	10% of exhibit revenue
Council	\$ 100,000.00	
Bank Service Fees	\$ 20,000.00	
Expenses	\$ 1,167,250.00	
Net Revenue	\$ 549,250.00	68%
Overhead Contribution	\$ 446,290.00	26%
Total Expenses	\$ 1,613,540.00	94%
ADJUSTED NET REVENUE	\$ 102,960.00	
	6%	
Overhead plus profit	\$ 549,250.00	

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: Expand focus of VAL travel scholarships to all areas of strategic plan

Submitted by: Holly Mercer, Chair, Value of Academic Libraries Committee

Date submitted: April 15, 2019

Background

The ACRL Board of Directors allocated \$11,250 in fiscal year 2019 and \$10,000 in fiscal year 2018 to offer travel scholarships of up to \$2,000 each for librarians presenting on their work demonstrating the impact of academic libraries in the broader landscape of higher education. In FY19, the VAL committee administered this program in two rounds, with proposal deadlines of August 31, 2018, and February 15, 2019, to better accommodate prospective applicants and a wide range of conference timelines. Over the course of two years, the committee has awarded twelve travel scholarships. (See description at <http://www.ala.org/acrl/awards/researchawards/valtravel> and most recent announcement at <https://www.acrl.ala.org/acrlinsider/archives/16909>)

A VAL subcommittee reviewed the most recent round of applications in March and discussed the suggestion made by our Board liaison Emily Daly at the ALA Midwinter Meeting to expand and change this program. We think that its central purpose should remain the same: ACRL should continue to support travel by librarians to present at non-library conferences to promote the work that libraries do within the higher education landscape. We also think that it should continue to fall under the remit of the VAL committee, because one of the objectives of VAL as outlined in the Plan for Excellence is to “promote the impact and value of academic and research libraries to the higher education community”. However, we would like to expand the applicant pool and range of work that is promoted by allowing applicants to propose on work related to other parts of ACRL’s strategic plan. The conditions for the program would remain the same – a focus on reaching non-library / broader audiences and presentations that demonstrate the value / impact of libraries. The change would be that proposed topics could relate to any of the goals and objectives from ACRL’s strategic plan or core commitment, not just the objectives under the VAL goal. An applicant would identify which goal area or core commitment their presentation primarily relates to as part of the application process.

With this change, we think the selection process would benefit from having one member of other key ACRL committees serve on the review subcommittee. For those volunteers, this would be a short-term

commitment to first finalize the announcement, then spend about 6 weeks reading applications and participating in a call with all reviewers to decide on recipients. A VAL member would lead the review group and organize the process, with help from ACRL staff. In terms of timing, we expect to issue the next call for proposals in late June 2019 with a due date of August 31, review in September, and notifications in mid-October.

Additionally, now that we have two years of travel scholarships awarded, a VAL member is designing an evaluation of the program. We will begin by surveying past recipients about how their presentations helped them promote their work and the reactions and feedback they received from their audiences. This will help the committee both assess and support future rounds of the scholarship program.

Questions for the Board to Discuss

Should ACRL continue to offer travel scholarships in FY 2020 with an expanded focus as described above?

Stakeholders

On 05 April 2019, I sent an email to the Chairs and Vice Chairs of ACRL's Equity, Diversity and Inclusion Committee; External Liaisons Committee; New Roles and Changing Landscapes Committee; Research and Scholarly Environment Committee; and Student Learning and Information Literacy Committee. I explained the proposed change in focus and asked if they thought a member from each of their committees would be willing to serve as part of an inter-committee travel scholarship review team, led by VAL.

Responses were all positive:

"NRCL would also be happy to participate."

"This looks like a great initiative & I would be happy to participate as well."

"Nicole and I love this idea, and SLILC would be happy to participate."

"Nathan and I conferred and we think this sounds like a good initiative. I will add this as a potential volunteer opportunity in an email to the committee next week, recognizing that it is still tentative."

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 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.

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.

From: [ALA Connect](#)
To: [Allison Payne](#)
Subject: ACRL (Association of College and Research Libraries) Digest for Thursday April 18, 2019
Date: Thursday, April 18, 2019 6:03:29 PM



[ACRL \(Association of College and Research Libraries\)](#)

[Post New Message](#)

Apr 17, 2019

started 7 hours ago, [Emily Daly](#) (0 replies)

[SCOE update - ALA Connect space and upcoming webinars \(4/22 and 4/29\)](#)



1. [Hi fellow ACRL members, I'm pleased to report...](#) Emily Daly

[top](#)

[next](#)

1. [SCOE update - ALA Connect space and upcoming webinars \(4/22 and 4/29\)](#)

[Reply to Group](#)

[Reply to Sender](#)



Apr 18, 2019 10:57 AM

[Emily Daly](#)

Hi fellow ACRL members,

I'm pleased to report that ALA's Steering Committee on Organizational Effectiveness (SCOE) now has a [Committee Page](#) and public [Connect Space](#). As SCOE Committee Chair [Lessa Pelayo-Lozada](#) notes in her [Welcome message](#), this will be the one-stop spot for information, events, and communication related to SCOE's work. Lessa and others are populating the new Connect Space this week, so be on the lookout for more content in the coming days.

In the meantime, I hope your calendars are marked for these upcoming webinars:

Prioritization and Volunteer Engagement through Committees

April 22, 11:00 am PT/1:00 pm CT/2:00 pm ET

Register at ala-events.zoom.us/webinar/register/...

Engagement through Divisions

April 29, 11:00 am PT/1:00 pm CT/2:00 pm ET

Register at ala-events.zoom.us/webinar/register/...

During these webinars, SCOE representatives will update ALA/ACRL members on our work to date and give participants an opportunity to ask questions and share their ideas about possible changes to ALA governance structures.

We hope to see you there!

Emily Daly

ACRL Board of Directors, Director at Large

Steering Committee on Organizational Effectiveness, Committee Member

Duke University Libraries

[Reply to Group Online](#) [View Thread](#) [Recommend](#) [Forward](#)

Leadership Talking Points: April 2019

Over the past months, as people across the library community have been asked about the future, the core response has been consistent. Libraries and library-related work are changing rapidly and will continue to evolve as communities change and as technology changes the options. For those who work in the library world, there are both opportunities and challenges. How, then, does ALA need to change in order “to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all”?

To do this important work for libraries, for all the people who make libraries work, and, ultimately, for all the diverse publics they serve, it is essential that we continue to innovate, grow, and focus on our mission and our members who, working with staff, enable us to achieve critical goals. It also means we must be financially and operationally strong, nourish strong collaborations internally and externally, and be able to focus our resources, including the valuable work of ALA members and staff, on work that moves us forward toward shared goals. That work – the work of change – is embodied in a series of multi-year projects which have referred to as “streams of change.”

ALA staff leadership developed this statement to broadly summarize this work: “The work of libraries and associated disciplines and the needs of library stakeholders are transforming, and ALA is, too. Soon, we will be moving to a new headquarters that will allow us to lead the profession and support our stakeholders and members more effectively, improve workplace practices and efficiencies, and develop new talent and skills to respond to new challenges. We are making new investments in IT, advocacy, and development. And we are exploring new ways of working by reviewing our governance structure, membership model, communications practices, and business development opportunities, as well as preparing to welcome a new executive director to the organization.”

Streams of Change

- **Investment Budget / ALA Headquarters Building**

The approved FY2019 budget begins a 3-year investment cycle designed to build capacity in critical infrastructure areas (information technology), in revenue growth (ALA Development), and in core mission-forward activity (advocacy). During this 3-year period, ALA will utilize its strong financial position to improve operational capacity and businesses to sustain the Association following this investment cycle.

http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/ebd4_4_ALA_%203-Year_Investment_Plan_0.pdf

➤ **Use of ALA's Chicago real estate**

At their Fall 2017 (FY2018) meeting, the ALA Executive Board and Management discussed a package of forward steps including internal reorganization, various revenue growth strategies, and strategic use of a portion of ALA's net assets. As part of that process, the Board authorized Management to engage a commercial real estate firm to examine the "highest and best use" of ALA's real estate in Chicago, based on both investment and ongoing operational needs of the Association. Based on responses to an RFP, Cushman and Wakefield was retained and reported to the ALA Executive Board at the 2018 Annual Conference.

On December 18, 2018, ALA's Executive Board agreed to sign a letter of intent with an external party interested in buying ALA's Chicago real estate assets. We have now entered a period of review that will continue potentially to the end of August, as the parties proceed with due diligence and negotiations. At the end of that period, we will know the outcome of the proposed sale transaction. This is a complex process and unfortunately nothing is certain. We will continue in the spirit of transparency to update both staff and members when there is news to share. At this point, the source and amount of the offer we are entertaining cannot be shared. As is often the case with real estate transactions, the timeline is very fluid.

Concurrently, we have worked with Cushman and Wakefield to identify a new location for ALA's Chicago headquarters. We have selected a building in downtown Chicago, convenient to public transportation for both staff and visiting members. Over a period of four months, a range of buildings in the downtown area were examined and bids were received and reviewed. In the next several months, a lease agreement, based on final bid, will be negotiated, with the assistance of ALA's legal counsel.

In addition, ALA management has engaged the services of Nelson -- an architect and a change management specialist -- in a parallel process of reviewing our options for a new workspace and understanding how we can use the office move to improve ALA's culture of innovation and collaboration. This, also, is the beginning of a long process and we will continue to share more about it in the coming months.

If the deal currently on the table is completed, we could potentially be looking at a move by mid-January 2020. Both the final sale agreement and the lease agreement would require approval by the ALA Executive Board in order to proceed. If we move, we believe we will be in a better position to succeed and lead in the future. If we do not, we are confident the current analysis and assessment will still serve us well as we go forward.

Members have asked how proceeds from a potential sale would be used. Essentially, we are seeking to convert a real estate asset to an endowment asset, where it will generate additional operating revenue for the Association and its various programs. While some of the proceeds will be used in the move itself, most of the proceeds will be invested in the ALA endowment.

○ **Organizational Effectiveness and Governance Review**

At the 2018 Midwinter Meeting in Denver, the Board issued a call for ALA Council, Committees, Round Tables, Divisions and the myriad Communities of Practice to consider what it would take to align ALA's organizational structure, policies, and rules with the Association's mission and its 21st century values, key action areas and strategic directions – in the context of a significantly changed environment. Those discussions continued at the 2018 ALA Annual Conference in New Orleans and at the 2019 Midwinter Meeting in Seattle.

A broad-based Steering Committee on Organizational Effectiveness (SCOE) was appointed prior to the 2018 Annual Conference. Members of SCOE are Lessa Kanani'opua Pelayo-Lozada (Palos Verdes Library District), Chair; Emily Daly (Duke University), Emmanuel Faulkner (Baltimore County Public Schools), Kenny Garcia (California State University Monterey Bay), Mandi Goodsett (Cleveland State College), Terri Grief (McCracken County High School – retired), Alexia Hudson-Ward (Oberlin College), Ben Hunter (University of Idaho), Steve Laird (Reference USA), Jack Martin (Providence Public Library), Alanna Aiko Moore (University of California, San Diego), Lucinda Nord (Indiana Library Federation), Vailey Oehlke (Multnomah County Library), Andrew Pace (OCLC), Juan Rivera (A. Philip Randolph Campus High School), Karen Schneider (Sonoma State University), Felton Thomas (Cleveland Public Library), Kerry Ward (ALA), Nora Wiltse (Chicago Public Schools), Steven Yates (University of Alabama) and Shali Zhang (Auburn University).

SCOE was charged “to carry out a comprehensive review and study of ALA's governance, member participation and legal structures and systems, with the goal of proposing changes that will revitalize its success, strength and agility as a 21st century association.” The overall effort is led by an executive team including ALA Immediate Past President Jim Neal, ALA President-elect Wanda Brown, SCOE Chair Lessa Kanani'opua Pelayo-Lozada, and ALA Executive Director Mary Ghikas. Members of SCOE and the Executive Team met in late October, joined by Miguel Figueroa (Director, ALA Center for the Future of Libraries). The working session was facilitated by Paul Meyer and Jim Meffert of Tecker International, a consulting firm retained by ALA management to facilitate the organizational effectiveness study. At this meeting, informed by feedback from ALA members over the years and a series of phone interviews conducted by Tecker International, they discussed what is/isn't working, drivers of change and broad concepts for a possible future.

SCOE will convene again in early May 2019, with the intent of having a fuller description of a possible future ALA for consideration at the 2019 Annual Conference in Washington DC. The range of visions for a future ALA is broad. ALA has a complex membership and policy structure. The process in which SCOE is engaged needs to be seen in that light. Nevertheless, SCOE seeks to have a full proposal for consideration at the 2020 Midwinter Meeting and will meet again in September 2019 to prepare their recommendations, prior to presenting to the ALA Executive Board in October 2019. Between the 2019 Annual Conference and the September meeting, there will be extensive work related to understanding the economic viability and challenges of various options.

○ **Membership and Communications Studies**

In spring 2018, ALA contracted with Avenue M, a Chicago-based consulting firm, to conduct communications and membership studies, with the goal of improving services for and communication with members. A series of questions were posed that are relevant to current discussions:

On Membership

- *What are the barriers that may prevent individuals from joining ALA?*
- *Are there membership models that might better respond to the needs of current and prospective members?*
- *How might we improve or increase member engagement?*

On Communications

- *How do we refresh and refocus our message framework?*
- *How do we focus individual communications to avoid “over-communicating” with members (a frequent member complaint)?*
- *How might we more effectively coordinate and collaborate across the Association – again, to avoid “over-communicating” and confusion?*

In July 2018, a survey of ALA members, as well as former members, was conducted. The purpose of the study was to better understand the interests, needs and motivations of current and former members, as well as some individuals in the field who have never been ALA members. The survey was delivered to 65,152 individual email addresses, with responses received from 10,386 (16%).

Top-level survey results have been shared with SCOE and will help inform their discussions on organizational effectiveness. Survey results relevant to conferences was also shared with the ALA Conference Committee, to help them in their discussion of Annual Conference and Midwinter Meeting changes. Among the “top-level” results were the following:

- ALA members are drawn to ALA because they see the Association as an advocate for the profession.
- While 49% of members responding were satisfied with their ALA membership, only another 8% were extremely satisfied. That suggests that the current focus on rethinking ALA for a changing world is both timely and worth the effort being invested by member leaders and staff.
- Two-thirds of ALA members pay their own membership dues.
- The most widely-utilized ALA benefits include *American Libraries* magazine, ALA Annual Conference, *AL Direct*, ALA eLearning and ALA Standards and Guidelines.
- The number one professional challenge reported was keeping up-to-date with new trends and developments in the field.

The extensive survey results and consultant recommendations are still being reviewed by ALA staff and committees. They are expected to inform changes in processes, communications and structures over the coming year.

Two IT projects currently underway have significant potential impact in this area. (1) A DelCor consultant is currently working on contract to complete an audit of ALA's digital assets. As the initial consultation proceeded and as ALA Communications and Marketing began to consider how to approach implementation of Avenue M recommendations, it became clear that no one at ALA had a complete understanding of the extent and range of ALA's digital assets. Completion of this audit is an essential first step. (2) The ALA Washington Office and ALA Development are working with ALA IT on implementation of a pilot project with Salesforce, a relationship management tool. This will focus attention on relationship information, which has the potential to significantly transform and improve both processes and outcomes throughout the Association.

- **Internal Changes and IT Assessment**

Internal assessment and realignment are also needed in order to allocate essential staff resources to critical areas, to support changing workflows and changing member needs, and to take best advantage of new approaches and new opportunities in critical support and mission areas. Internal changes to date are "neutral"; that is, they assume no particular outcome to the Organizational Effectiveness/Governance Review. Overall, increased simplicity and clarity is assumed.

In addition to a focus on increased simplicity and clarity, there is a commitment to focusing resources on mission-fulfillment, to the greatest extent possible. This is driving reconsideration of internal processes and structures. This is a complex process in a distributed organization with multiple streams of change – and is, therefore, likely to be an iterative process.

While IT is an area of major investment, the combination of ALA's complexity and rapidly changing technology strongly suggested the need for an external assessment. In summer 2018, management contracted with DelCor, an IT consulting firm whose practice is based in associations and other nonprofits, to conduct an external assessment of ALA IT. That initial assessment has been completed.

Effective February 4, Jim Gibson, DelCor, became ALA's Interim Chief Information Office (CIO) on a one-year initial contract. Planning for a long-term CIO will be completed during that initial year, beginning with the FY2020 budget process. It also seems possible that FY2020-FY2021 planning will include a Chief Data Officer – not within IT – based on recommendations coming from both DelCor and Avenue M.

As we move in FY2020 and planning for FY2021, there are likely to be significant projects in both communications and membership, likely including discussion of a new ALA membership model. Recruitment of a new ALA Membership Director is underway, with a hire anticipated prior to the 2019 Annual Conference.

- **Aligning Advocacy – Stronger ALA Relationships with ALA Chapters and other State Associations**

Working closely with Chapters and other State Associations (e.g., AASL Affiliates, ACRL Chapters), ALA will build a national network of key library advocates. To provide a strong resource base for this network, ALA has brought together advocacy resources in both the Washington Office and Chicago headquarters, under the leadership of ALA Associate Executive Director, Public Policy and Advocacy, Kathi Kromer, in Washington DC. ALA is also enhancing technology support, piloting an application of Salesforce.

- The national network will build on -- and more effectively utilize -- ALA's most significant strength: a national membership reaching into communities of all sizes and characteristics.
- The national network will ground advocacy in community-based relationships and knowledge. It will then magnify their impact through the network and through national communications.
- It recognizes that while we are bound together by essential values and a fundamental belief in the importance of libraries and library people, libraries themselves are rooted in a local community – academic, civic, school or corporate.
- Basing a national advocacy network structure firmly on a local base is an approach to stability and sustainability in an unstable world. It strengthens focus on local relationships, provides a solid foundation for local, state and national advocacy, and strengthens libraries, beginning at the local level and reaching to the national level.
- This structure necessarily involves increased communication and collaboration with both state library associations of all types and other state-wide leaders, including state library agencies. It also suggests the need to reevaluate the way that leadership time is allocated, to enable more strategic collaboration across a complex ecosystem.

The intent is to pilot with several states, starting in FY2019, including states with Chapter staff and those with minimal or no staff. The pilot will help us understand the full scope of questions to be resolved and best practices for working collaboratively with the ALA Chapter, other state library associations, state libraries and others within each state's unique ecosystem.

ALA Midwinter Meeting

Over the past two years, the ALA Conference Committee has discussed options to (a) change Midwinter, (b) eliminate Midwinter and (c) eliminate the present Midwinter but replace with an alternative event. In Seattle at the 2019 Midwinter Meeting, the ALA Conference Committee sought discussion and feedback on a proposal to replace the current Midwinter Meeting with an alternative event.

The proposed event – name and graphic still being evaluated – would be strongly focused on content in two areas:

- Leadership, Strategy & the Future, building on the successful Symposium of the Center for the Future of Libraries, currently offered in conjunction with the ALA Midwinter Meeting. It will address both topics (or *what* to know) and skills (or *how* to know).
- Building on the strength of the Youth Media Awards, the Andrew Carnegie Medal Announcements and similar events, a second strand would focus on books, literacy, multimedia collections and services to children, teens and adults – particularly in the context of current trends, emerging research, social and technological change.
- Key governance groups and content will occupy separate times, enabling leadership to participate with other members in important discussion on future trends, directions and concerns.
- Session formats will include information sessions, interactive workshops, and “campfire” discussions.
- Exhibits will continue to play a major role, with various format and engagement strategies still under discussion.
- Initial implementation is planned for January 2021, in Indianapolis, and 2022, in San Antonio.

There have been and will continue to be opportunities to meet with members of the ALA Conference Committee. As with the changes to the Annual Conference, implemented at the 2018 Annual Conference in New Orleans, the ALA Conference Committee will gather feedback on the Midwinter proposal and continue to improve the format and related processes.

Earla Jones joined ALA just prior to the 2019 Midwinter Meeting, as Director of Conference Operations. As she works with the ALA Conference Committee and other ALA staff, it is likely that there will be additional business development proposals from ALA Conference Services. At this point, however, the focus is on effective implementation of a new January event.

ALA Executive Director Search

ALA has opened the search for a new executive director: http://www.ala.org/news/press-releases/2019/03/ala-launches-executive-director-search-new-search-committee-and-isaacson?utm_source=alanews&utm_medium=email&utm_campaign=0319&utm_content=pressrelease The job description and information for interested parties is available on the ALA website at: http://bit.ly/ALAED_Apply

Courtney L. Young is chairing the search committee; a full list of search committee members is available in the press release (above). The search firm Isaacson, Miller has been retained. Members of the ALA Executive Director Search Committee include Chair Courtney L. Young (university librarian, Colgate University), ALA Executive Board representative Tamika Barnes (department head, Perimeter Library Services at Georgia State University), ALA Executive Board representative Trevor Dawes (vice provost, Libraries and Museums, and May Morris University librarian, University of Delaware), ALA Budget Analysis and Review Committee (BARC) representative Carl Harvey II (assistant professor, School Librarianship, Longwood University),

ALA At-Large Councilor representative Peter Hepburn (head librarian, College of the Canyons), Joint Conference of Librarians of Color representative Dora Ho (young adult librarian, Los Angeles Public Library), ALA Chapter Councilors representative Susan Jennings (dean of library services, Chattanooga State Community College), ALA Round Tables representative Charles Kratz (dean of library and information fluency, University of Scranton Harry & Jeanette Weinberg Memorial Library), ALA staff representative Barb Macikas (executive director, Public Library Association). ALA Divisions representative James (Jim) Neal (university librarian emeritus, Columbia University), ALA staff representative Sheila O'Donnell (director, ALA Development Office), ALA Emerging Leaders representative Melissa Stoner (Native American studies librarian, Ethnic Studies Library, University of California Berkeley), and ALA Divisions representative Steven Yates (assistant director, University of Alabama College of Communication and Information Science). Dan Hoppe (director, ALA Human Resources department) is the staff liaison to the Search Committee.

The ALA Executive Board plans to name a new executive director after its fall board meeting in October 2019. The new executive director will officially assume leadership after the ALA Midwinter Meeting in Philadelphia (January 2020). Current ALA Executive Director Mary Ghikas will support the orientation and transition process through the 2020 Annual Conference in Chicago.

MWG 4/2/2019, 4/19/2019



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

Committee

Visit the [ACRL Directory of Leadership](#) to find your charge.

Committee Name:

Charge/Tasks:

Committee leadership

Visit the [ACRL Directory of Leadership](#) to find your committee roster. Click the "Next Year" link to view 2017–18 roster information.

- Current Chair (2017–18):
- Incoming Chair (2018–19):
- Incoming Vice-chair (2018–19):
- Incoming Board Liaison (2018–19):
- Staff Liaison:

Submission information

Year-end report written by:

Work plan submitted by:

2017–18 Year-end Committee Report

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

What were the major projects/activities accomplished by your committee in the 2017–18 membership year?

A brief bulleted list is suggested here; reference 2017–18 work plan projects

How did you go about getting them done?

A brief bulleted list is suggested (correspond bullets to those above)

What were the relevant results for your projects?

A brief bulleted list is suggested that includes assessment as appropriate (correspond bullets to those above).

Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)

Are any 2017–18 projects ongoing?

A brief bulleted list is suggested here

What worked well?

A brief bulleted list is suggested here

What could have worked better?

A brief bulleted list is suggested here

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

A brief bulleted list is suggested here

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

Optional

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

Optional

Any other comments, recommendations, or suggestions?

Optional

2018–19 Committee Work Plan

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

Activity/Project Name & Brief Description

A brief, straightforward, descriptive name is preferred.

Goal Area

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

☐ Value of Academic Libraries

- ☐ 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

- ☐ 1. Challenge librarians and libraries to engage learners with information literacy skills in a way that is scalable and sustainable.
- ☐ 2. Increase the impact of information literacy by forming strategic partnerships with relevant higher education organizations.
- ☐ 3. Build capacity for librarians to collaborate with faculty and other campus partners in instructional and curricular design and delivery that will integrate information literacy into student learning.
- ☐ 4. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional student learning outcomes.

☐ Research and Scholarly Environment

- ☐ 1. Increase the ways ACRL is an advocate and model for open dissemination and evaluation practices.
- ☐ 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship.
- ☐ 3. Increase ACRL's efforts to influence scholarly publishing policies and practices toward a more open and equitable system.

☐ New Roles and Changing Landscapes

- ☐ 1. Deepen ACRL's advocacy and support for a full range of information professionals.
- ☐ 2. Equip library workforce at all levels to effectively lead, manage, and embrace change.
- ☐ 3. Expand ACRL's role as a catalyst for transformational change in higher education.

☐ Demonstrating Commitment to Equity, Diversity, and Inclusion within ACRL and/or the Profession.

☐ Enabling Programs and Services (education, advocacy, publications, or member engagement)

Brief sentence connecting your project to the Plan

Briefly describe how activity matches above selection.

Timeline

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past this membership year (expected completion date: _____)

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

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

(add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)

Assessment: How will success be measured?

Assess the impact of the entire project rather than the specific actions listed above. A sentence or brief paragraph is adequate. (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)

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

Committee Name: Select committee from drop-down.

Charge/Tasks:

Find committee charge by visiting the [Directory of Leadership](#).

Current Chair (2018-19):

Incoming Chair (2019-20):

Incoming Vice-chair (2019-20):

Incoming Board Liaison (2019-20):

Staff Liaison:

Year-end report written by:

Work plan submitted by:

2018–19 Year-end Committee Report

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

1. What were the major projects/activities accomplished by your committee in the 2018–19 membership year?

-

2. What were the relevant results for your projects?

Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)

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

4. What worked well?

-

5. What could have worked better?

-

6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?
 -
7. Was there information you could have been provided before starting this project that would have made your work easier?
 -
8. What made this work most rewarding (observations/comments/accolades)?
 -
9. Any other comments, recommendations, or suggestions?
 -

2018–19 Committee Work Plan

Activity/Project Name: *Please enter project name.* _____

Brief Description: *Please enter a few sentences description the project.* _____

Goal Area

Check the single best goal area that connects the project to the [ACRL Plan for Excellence](#). Select the objective.

- ☐ **Goal Area:** Value of Academic Libraries
Objective: Select objective from drop-down
- ☐ **Goal Area:** Student Learning
Objective: Select objective from drop-down
- ☐ **Goal Area:** Research and Scholarly Environment
Objective: Select objective from drop-down
- ☐ **Goal Area:** New Roles and Changing Landscapes
Objective: Select objective from drop-down
- ☐ **Goal Area:** Enabling Programs and Services (education, advocacy, publications, or member engagement)

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

Timeline

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past this membership year (expected completion date: _____)

Outline the steps and intermediate deadlines planned to complete the project. Add rows as needed.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)

Assessment: How will success be measured?

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ACRL Multi-Year Planning Grid

COMMITTEE NAME

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

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

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

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

COMMITTEE NAME

Goal

Objective	Project	FY18 (for context)	FY19	FY20	FY21

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ACRL 2019 Conference Evaluation

Draft Executive Summary

The synopsis below is a draft overview of the ACRL 2019 conference evaluation. It is intended to give a high-level summary of ACRL 2019 conference evaluation feedback for discussion during the ACRL Board Spring Executive Committee Meeting. The complete evaluation report, including responses for all evaluation and open-ended questions, will be available prior to the 2019 ALA Annual Conference.

Methodology

The audience for this survey included 3,103 individuals who registered for the ACRL 2019 conference, *"Recasting the Narrative,"* held in Cleveland, Ohio, April 10-13, 2019. On April 13, 2019, registrants were e-mailed the link to the online evaluation and as of April 22, there were **1,303 completed returns for a response rate of 42.0%.**

While ACRL previously used ALA Informz to email out the evaluation link, for ACRL 2019 we used our conference management system eShow, which allowed us to email all conference attendees regardless of their ALA Informz preference. This led to our largest number of respondents ever with a 42.0% response rate, compared to a 29.7% response rate for 2017, a 25% increase. It is possible to extrapolate that the demographic of respondents is slightly different from previous evaluations as the email likely reached people who otherwise have opted-out of communication from ALA/ACRL.

Overall Experience

More than **9 out of 10 attendees (93.0%)** characterized their experience at ACRL 2019 as either "very positive" (44.8%) or "positive" (48.2%). This rating is a 1.27% decrease from our 2017 rating of 94.2% and a 1.58% decrease from our 2015 rating of 94.5%.

The majority of respondents (90.0%) would recommend the ACRL Conference to a colleague. 91-95% of respondents indicated they were "very" or "somewhat likely" to recommend in 2017, 2015, 2013, and 2011. While the percentage has fallen a slight bit from previous conferences, we still have done a good job maintaining the quality of the ACRL conference experience. Our Net Promoter Score is 44, above the SurveyMonkey global benchmark average of 32 (average of 167K organizations).

The **top three factors** that influenced people's decision to attend ACRL 2019 were to keep up to date professionally (59.2%); to seek out new approaches to their work (46.23%); and the program content (39.0%). Not surprisingly, networking was the top factor in 2017 and 2015.

Programs

The **learning opportunities** that were rated as “very valuable” to the largest percentage attending were panel sessions (55.9%), contributed papers (41.6%), and poster sessions (36.8).

More than half (59.9%) of respondents said the **number of programs** offered was “about the right number,” with 31.1% indicating “too many” and 3.5% indicating “not enough.” 5.8% said there were “far too many” programs.

Session Topics

When asked to rate **how effectively the conference addressed needs concerning specific topics**, 53.6% felt the conference “very effectively” addressed equity, diversity, and inclusion; and 38.9% felt the conference “very effectively” addressed teaching and learning. The following percentage of respondents felt the conference “somewhat effectively” covered the following; outreach (47.4%), professional/staff development (46.8%), assessment (44.0%), and administration, leadership, and management (42.0%). We seem to be making strides diversifying program content and providing more balance across topics.

Learning and Connections

89.5% of respondents strongly agreed or agreed (the top two responses) that the conference provided a **welcoming and inclusive environment**; 88.3% of respondents strongly agreed or agreed that they **learned something** they would quickly apply to their work. Another 87.2% of respondents strongly agreed or agreed that they **were inspired** to think of their own unique solution/innovation to apply to their work. 64.2% of respondents strongly agreed or agreed that they **established one or more connections** with people they did not know and plan to maintain.

70.5% of respondents indicated they attended sessions where “all or nearly all” the **presenters were knowledgeable**, 42.4%; had **good presentation skills**, 48.9%; **left appropriate time** for discussion, and 41.7% **presentation materials** were well done.

A few comments, many more to come in the full report!

- I had a great time! I loved the wide variety of sessions as well as the various formats. It was such an engaging time with my peers and I learned so much to take back to my institution. It was my first ACRL and it definitely will not be my last. Thanks to all who made this wonderful conference happen!
- It was so fun and I felt like I really learned a lot and made tons and tons of valuable connections with peers and mentors in the field. And I went mostly on a scholarship - thank you so much for that opportunity!
- Phenomenal programming - great work! Loved the emphasis on issues around equity, diversity, and inclusion. Fobazi Ettarh's session was a highlight, please keep featuring and support more of her work, and the work of other librarians of color.
- I think you did a wonderful job of putting this together. It was the most accessible conference I've attended in 15+ years of attending academic conferences, and I definitely appreciate the focus on equity and diversity initiatives both for our patrons and for those in library work. I hope ACRL 2021 will continue to improve in terms of accessibility and for EDI.
- ACRL is one of my favorite conferences--honestly, walking down the halls to see colleagues and make new connections is every bit as useful and enjoyable as the presentation content itself.

- As a scholarship recipient, I felt very welcomed into the environment, and met lots of incredible people. Some I hope to remain in touch with and hopefully collaborate with in the future, and I already can't wait for the next conference!
- Overall, it was a fun and rewarding experience! Cleveland was a great host city, the vendors/universities sponsored refreshment breaks/breakfasts/lunches/dinners to keep us all well-fed, happy, and ready to learn, and ACRL staff seemed to be doing their best to ensure everything ran smoothly. I personally loved it.
- This was one of the BEST ACRL conferences I have attended. I loved both the emphasis on EDI as well as the emphasis on sustainability. The keynotes were FANTASTIC and each brought their own perspective on the conference theme. Kudos to the entire conference planning committee and thank you for your hard work!

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Council Meeting Calendar

Below is a calendar of the ALA Council Midwinter Meeting and Annual Conference meetings scheduled through 2024.

2019 ALA Annual Conference, Washington, DC June 20-25, 2019

Saturday, June 22

Council Orientation Session for New and Re-elected Councilors; *8:00 a.m.-11:00 a.m.*

Council/ Executive Board/Membership/Information Session; *3:00 p.m.-4:30 p.m.*

ALA Membership Meeting; *4:30 p.m.-5:30 p.m.*

Council Forum I; *5:30 p.m.-6:30 p.m.*

Sunday, June 23

ALA Council I; *8:00 a.m.-11:00 a.m.*

Diversity Council Caucus; *11:00 a.m.-12:00 p.m.*

Council Forum II; *5:30 p.m.-6:30 p.m.*

Monday, June 24

Council II; *8:30 a.m.-11:30 a.m.*

Council Forum III; *5:30 p.m.-6:30 p.m.*

Tuesday, June 25

Council III; *7:45 a.m.-9:45 a.m.*

*** Location information will be provided at a later date.**

2020 ALA Midwinter Meeting, Philadelphia, PA January 17-21, 2020

Friday, January 17

Saturday, January 18 (Council Orientation; Council/ Executive Board/Membership/Information Session; Council Reception; Council Forum)

Sunday, January 19 (ALA Council I; ALA-APA Council Session; Council Forum)

Monday, January 20 (Council II; Executive Board Candidates Forum; Council Forum)

Tuesday, January 21 (Council III)

2020 ALA Annual Conference, Chicago, IL June 23-28, 2019

Thursday, June 23

Friday, June 24

Saturday, June 25 (Council Orientation; Council Orientation; Council/ Executive Board/Membership/Information Session; ALA Membership Meeting; Council Forum)
Sunday, June 26 (ALA Council I; Council Forum)
Monday, June 27 (Council II; Council Forum)
Tuesday, June 28 (Council III)

**2021 ALA Midwinter Meeting, Indianapolis, IN
January 22-26, 2021**

Friday, January 22
Saturday, January 23 (Council Orientation; Council/ Executive Board/Membership/Information Session; Council Reception; Council Forum)
Sunday, January 24 (ALA Council I; ALA-APA Council Session; Council Forum)
Monday, January 25 (Council II; Executive Board Candidates Forum; Council Forum)
Tuesday, January 26 (Council III)

**2021 ALA Annual Conference, San Francisco, CA
DATES AND LOCATION TO BE DETERMINED**

**2022 ALA Midwinter Meeting, San Antonio, TX
January 21-25, 2019**

Friday, January 21
Saturday, January 22 (Council Orientation; Council/ Executive Board/Membership/Information Session; Council Reception; Council Forum)
Sunday, January 23 (ALA Council I; ALA-APA Council Session; Council Forum)
Monday, January 24 (Council II; Executive Board Candidates Forum; Council Forum)
Tuesday, January 25 (Council III)

**2022 ALA Annual Conference, Philadelphia, PA
June 23-28, 2022**

Thursday, June 23
Friday, June 24
Saturday, June 25 (Council Orientation; Council Orientation; Council/ Executive Board/Membership/Information Session; ALA Membership Meeting; Council Forum)
Sunday, June 26 (ALA Council I; Council Forum)
Monday, June 27 (Council II; Council Forum)
Tuesday, June 28 (Council III)

**2023 ALA Midwinter Meeting, New Orleans, LA
January 27-31, 2023**

Friday, January 27

Saturday, January 28 (Council Orientation; Council/ Executive Board/Membership/Information Session; Council Reception; Council Forum)

Sunday, January 29 (ALA Council I; ALA-APA Council Session; Council Forum)

Monday, January 30 (Council II; Executive Board Candidates Forum; Council Forum)

Tuesday, January 31 (Council III)

2023 ALA Annual Conference, Chicago, IL

June 22-27, 2023

Thursday, June 22

Friday, June 23

Saturday, June 24 (Council Orientation; Council Orientation; Council/ Executive Board/Membership/Information Session; ALA Membership Meeting; Council Forum)

Sunday, June 25 (ALA Council I; Council Forum)

Monday, June 26 (Council II; Council Forum)

Tuesday, June 27 (Council III)

2024 ALA Midwinter Meeting, Denver, CO

February 9-13, 2024

Friday, February 9

Saturday, February 10 (Council Orientation; Council/ Executive Board/Membership/Information Session; Council Reception; Council Forum)

Sunday, February 11 (ALA Council I; ALA-APA Council Session; Council Forum)

Monday, February 12 (Council II; Executive Board Candidates Forum; Council Forum)

Tuesday, February 13 (Council III)

2024 ALA Annual Conference, San Diego, CA

June 27-July 2, 2024

Thursday, June 27

Friday, June 28

Saturday, June 29 (Council Orientation; Council Orientation; Council/ Executive Board/Membership/Information Session; ALA Membership Meeting; Council Forum)

Sunday, June 30 (ALA Council I; Council Forum)

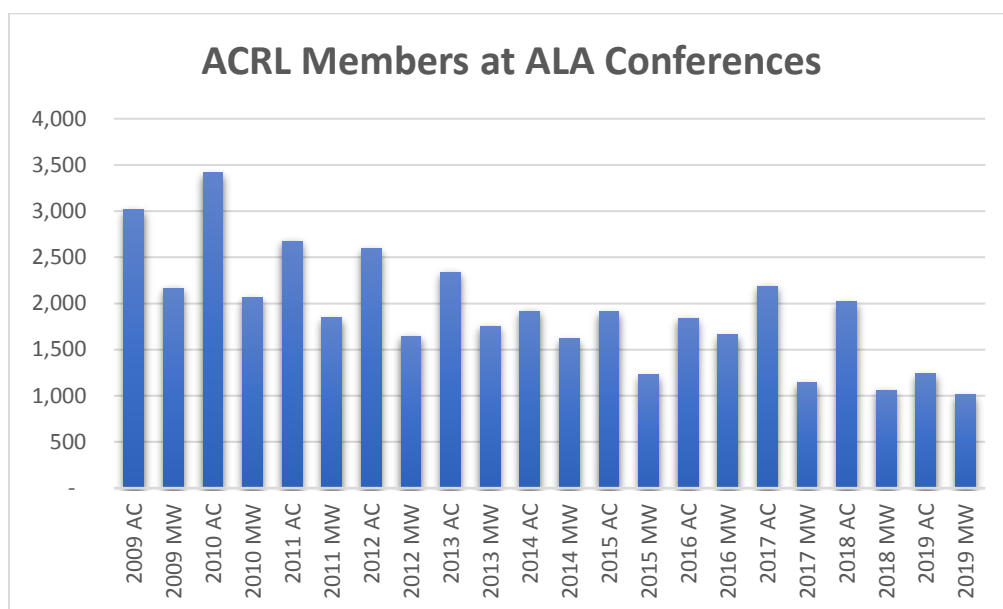
Monday, July 1 (Council II; Council Forum)

Tuesday, July 2 (Council III)

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ACRL Members at ALA Conferences: 2009–2019

ALA Event	ACRL		ALA Conference City		TOTAL Registrants		% of registrants that are ACRL members
2009 Annual Conference	3,013		Chicago		12,427		24.25%
2009 Midwinter Meeting	2,167		Denver		5,655		38.32%
2010 Annual Conference	3,416		Washington DC		12,404		27.54%
2010 Midwinter Meeting	2,060		Boston		6,167		33.40%
2011 Annual Conference	2,674		New Orleans		11,160		23.96%
2011 Midwinter Meeting	1,843		San Diego		5,447		33.84%
2012 Annual Conference	2,590		Anaheim		9,354		27.69%
2012 Midwinter Meeting	1,642		Dallas		5,026		32.67%
2013 Annual Conference	2,336		Chicago		10,778		21.67%
2013 Midwinter Meeting	1,753		Seattle		5,820		30.12%
2014 Annual Conference	1,915		Las Vegas		7,803		24.54%
2014 Midwinter Meeting	1,619		Philadelphia		4,790		33.80%
2015 Annual Conference	1,910		San Francisco		8,411		22.71%
2015 Midwinter Meeting	1,228		Chicago		3,482		35.27%
2016 Annual Conference	1,836		Orlando		6,850		26.80%
2016 Midwinter Meeting	1,659		Boston		5,495		30.19%
2017 Annual Conference	2,189		Chicago		10,288		21.28%
2017 Midwinter Meeting	1,141		Atlanta		3,903		29.23%
2018 Annual Conference	2,020		New Orleans		8,838		22.86%
2018 Midwinter Meeting	1,061		Denver		3,738		28.38%
2019 Annual Conference*	1,237		Washington DC		6,474		19.11%
2019 Midwinter Meeting	1,011		Seattle		4,689		21.56%
Grand Total	42,320				158,999		26.62%



* 2019 AC is preliminary

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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>



Memo

To: ACRL Board of Directors
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: April 16, 2019

Re: 2nd Quarter Report, FY 2019

The attached spreadsheet (Doc 6.1) details the performance for the second quarter of FY2019, ending February 28, 2019. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY17 2nd quarter actual so comparisons between two budgets in ACRL conference years can be made.

Executive Summary

ACRL Total	FY19 2nd Q Actual	FY19 2nd Q Budget	Var.	FY17 2nd Q Actual	Var. FY17 to FY19
Revenues	\$1,002,447	\$1,054,473	(\$52,026)	\$978,458	\$23,989
Expenses	\$1,815,109	\$1,656,302	\$158,807	\$1,775,647	\$39,462
NET	(\$812,662)	(\$601,829)	(\$210,833)	(\$797,189)	(\$15,473)

CHOICE Total	FY19 2nd Q Actual	FY19 2nd Q Budget	Var.	FY18 2nd Q Actual	Var. FY18 to FY19
Revenues	\$1,225,868	\$1,344,654	(\$118,786)	\$1,428,980	(\$203,112)
Expenses	\$1,513,430	\$1,416,621	\$96,809	\$1,470,034	\$43,396
NET	(\$287,562)	(\$71,968)	(\$215,595)	(\$41,054)	(\$246,508)

ACRL's revenues are running 5% or \$52,026 below budget and expenses are 35% or \$158,807 above budget, leaving a net negative expense 35% more than budget. While we have budgeted a deficit for this year to spend down the net asset balance, this deficit is more the result of timing.

ACRL Revenues

Professional Development

ACRL 2019 Conference: ACRL's biggest revenue generator is the ACRL Conference and revenues from that will not appear until April as they are recognized only after we have held the event. Here is an unofficial look at the numbers; we should have reports from ALA for the Annual Conference report:

- As of April 17: 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) representing 101% of our 100% of F2F registration revenue (\$1,289,556) and 98% of our 100% total budget, including F2F+VC (\$1,328,834). Registration revenue is \$1,303,305.
- Colleagues fundraising committee has worked exceedingly hard to secure donations; pledges are currently at \$407,350 which is 136% of the \$300,000 fundraising goal. Donations in hand total \$387,850 and staff is working to track down those remaining pledges.
- ACRL sold 330 exhibit booths representing 224 companies, 95% of budget with \$844,388 in revenue, rather than the \$900,000 budgeted.

These figures would bring us in right about at budget for gross revenues although we are awaiting final sales commission expenses, etc. so there will be some variance.

Roadshows are underperforming in part due to the need to develop new content and are currently \$30,155 or 48% under budget. A RoadShow showcase was held at ACRL 2019 that we hope will drive more interest.

Webinars are below budget in part due to the ACRL Conference; less time can be devoted to developing/hosting webinars in the run-up to the conference. More are scheduled in the coming months as well as a series and we should make budget by year-end.

Membership: ACRL membership is just 1% below budget, coming in at \$298,835 against a budget of \$301,508. This small decline is actually an improvement over our slow but steady decline. With the ACRL 2019 Conference we may meet budget this year.

Publishing

Serials: Advertising and royalty revenues in *C&RL* are 5% or \$404 below budget. *C&RL News'* revenues are 2% below budget with online advertising 12% or \$5,460 below budget, while classified advertising was 8% or \$14,414 above budget at \$208,814; subscriptions exceeded

budget by 5% or \$373. *RBM* revenues are 2% above budget due to timing, but we are projecting to end the year slightly below budget anticipating a continual drop in subscriptions presumably as more turn to the open access version.

Book sales are currently 7% below budget, although we should be close to budget by year end. A number of new titles will be published in the next few months. Interesting to note that sales of e-books have exceeded YTD budget, while sales of print books lags. Sales of Trends & Statistics and ACRL Metrics are doing well, exceeding budget by 5% or by \$2,105.

ACRL Expenses

Expenses were 10% or \$158,807 more than budget with expenses of \$1,815,109 against a budget of \$1,656,302. Nearly \$90,000 of this differential can be attributed to timing of expenses related to the ACRL 2019 Conference and the rest can be attributed to technical support and web operating expenses for Project Outcome that were paid earlier than budgeted.

As always, we will carefully monitor expenses against budget and expect a big increase in expenses third quarter for the ACRL Conference, which should be offset by the recognition of revenues from the ACRL Conference.

ACRL Net revenue

ACRL ended the second quarter with net expense of -\$812,662 against a budget of -\$601,829 or \$210,833 or 35% more than budgeted.

ACRL LTIs

ACRL's long-term investments regained some of its value since November ending with a net asset balance of \$4,878,888 after posting \$4,759,605 on November 30, a drop from the starting fiscal year value of \$4,956,786.

Choice Performance Discussion

The decision, in mid-January, to write off the expenses incurred in developing the now-discontinued *Open Choice*, our proposed discovery and evaluation service for open educational resources, injected some \$312,236, all unbudgeted, into the FY19 performance reports. Of these, \$135,912 were reported as operating expenses, negatively affecting the net revenue balance shown on line 9, below. An additional \$176,324 write-down (line 11) reflects capitalized software development charges incurred during prototyping.

Table 1: Choice Unit Performance

		February 2019						
Line	CHOICE 404	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
2	TOTAL REVENUES	1,344,653	1,225,868	(118,785)	-8.8%	1,436,480	(210,612)	-14.66%
8	TOTAL EXPENSES	1,416,622	1,513,430	(96,808)	-6.8%	1,470,034	(43,396)	-2.95%
9	Net Revenue/(Expense) from Ops	(71,969)	(287,562)	(215,593)	-299.6%	(33,554)	(254,008)	-757.01%
10	NAB Transfer	(225,000)	0	225,000	-100.0%	0	0	#DIV/0!
11	Open Choice writedown	0	176,324	176,324	#DIV/0!	0	176,324	#DIV/0!
12	Net Revenue/(Expense)	153,031	(463,886)	(616,917)	-403.1%	(33,554)	(430,332)	1282.51%
13	Ending Net Asset Balance	153,031	2,462,408	2,309,377	1509.1%	2,499,741	(37,333)	-1.49%

REVENUES

On paper, Choice revenues are significantly below both budget and prior year. However, as discussed in the sections below, revenue shortfalls in webinars and royalties are only timing errors and do not reflect actual performance. Print, and to a lesser degree digital, advertising alone is the source of genuine revenue shortfalls.

Table 2: Choice Unit Revenues

	February 2019						
REVENUE							
SOURCE	Budget	Actual	Var	% Bud	Prior Year	Var	% Prior
Subscriptions	651,893	698,818	46,925	7.20%	707,957	(9,139)	-1.29%
Advertising/Sponsored Content	304,960	249,653	(55,307)	-18.14%	346,050	(96,397)	-27.86%
Webinars (gross)	79,688	42,150	(37,538)	-47.11%	46,750	(4,600)	-9.84%
Royalties	251,112	193,903	(57,209)	-22.78%	275,043	(81,140)	-29.50%
Other §	57,000	41,344	(15,656)	-27.47%	60,680	(19,336)	-31.87%
Total Revenue	1,344,653	1,225,868	(118,785)	-8.83%	1,436,480	(210,612)	-14.66%

Subscriptions: Surprisingly, subscriptions are holding their own against budget thus far this year. Both *Choice* magazine and *Reviews on Cards* are flat to budget and only slightly behind prior year, while *Choice Reviews* is trailing budget by only 3%. *Resources for College Libraries* is ahead of budget, but only because the February budget included only the first of four quarterly payments from ProQuest rather than the two that have actually arrived. Through two payments, year-to-date subscriptions are actually running about 5% *below* last year, perhaps reflecting changes (again!) in ProQuest sales strategies. *ccAdvisor* is ahead of both budget and prior year, but the true strength of the product remains to be tested, as subscriptions are only this month (April) migrating to the EBSCO sales force.

Table 3: Subscriptions

	February 2019						
REVENUE							
SUBSCRIPTIONS	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	205,314	202,597	(2,717)	-1.32%	210,817	(8,220)	-3.90%
Choice cards	47,686	47,789	103	0.22%	49,900	(2,111)	-4.23%
Subtotal Choice Print	253,000	250,386	(2,614)	-1.03%	260,717	(10,331)	-3.96%
Choice Reviews	344,612	333,928	(10,684)	-3.10%	340,672	(6,744)	-1.98%
Total Choice	597,612	584,314	(13,298)	-2.23%	601,389	(17,075)	-2.84%
ccAdvisor	18,750	26,143	7,393	39.43%	13,314	12,829	96.36%
Resources for College Librar	35,531	88,361	52,830	148.69%	93,254	(4,893)	-5.25%
TOTAL SUBSCRIPTIONS	651,893	698,818	46,925	7.20%	707,957	(9,139)	-1.29%

Average print circulation for *Choice* has, at least for the moment, leveled off at almost exactly last year's figure for February, and *Reviews on Cards* is down about 10% at the same point. These rates of decline are consistent with performance over the past half-decade.

Advertising and Sponsorships: It is in advertising, and in particular print advertising in *Choice* magazine, that we are experiencing the most significant shortfalls, as our diminished circulation and an industry-wide reassessment of ROI for space ads are now having a major impact on our business. Already some \$52K below last year, magazine ad sales are now projected to finish the year at least \$100K below budget in gross sales.

This trend (for it seems likely to be more than a temporary disruption) lends increased importance to the other elements of our advertising program, and we have been fortunate over the past four years to have anticipated shifts in the marketplace—away from static advertising and toward direct engagement with members and subscribers. In FY15, print advertising comprised 62% of our total advertising and sponsored content budget; in FY18, 49%; and if current estimates hold, *Choice* ads will account for no more than 43% of the advertising budget in FY19. During this same period, losses in space advertising have been offset by the growth of our webinar program; the development of The Authority File, our podcast series; and, latterly, the publication of sponsored surveys and white papers.

Table 4, below, summarizes year-to-date net sales based on the performance reports. The picture it paints, however, is more a matter of timing than of performance. With the benefit of the foresight afforded us by our internal reporting systems, it is possible to look at total bookings garnered thus far through the end of the fiscal year and to make reasonable assumptions about full-year performance. As noted above, *Choice* will be fortunate to finish the year with gross sales of \$300K, a full \$100K below budget. *Choice Reviews* is currently at 83% of budget through the end of the year and should finish around \$180K in gross sales, off \$20K from its budgeted \$200K. Podcasts, budgeted for \$15.5K, are already at \$31K, and surveys, currently at \$17.5K, are one contract short of making budget at \$40K. Despite the figures shown below, webinars have now generated \$164K in total bookings, on a budgeted \$187.5K for the full year. That said, the window for further bookings for this year is rapidly closing, and it is possible that no further contracts will be written. Even so, committed FY19 webinar revenue now stands at \$37.5K above last year.

Table 4: Advertising and Sponsorships

	February 2019						
REVENUE							
ADVERT & SPONSHIPS (net)	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Mobile app (deprecated)	0	0	0	#DIV/0!	10,485	(10,485)	-100.0%
Choice magazine	193,500	152,701	(40,799)	-21.08%	204,265	(51,564)	-25.2%
Choice Reviews	97,412	76,015	(21,397)	-21.97%	100,286	(24,271)	-24.2%
Surveys and Podcasts	11,174	17,323	6,149	55.03%	26,291	(8,968)	-34.1%
ccAdvisor	6,062	6,570	508	8.38%	6,388	182	2.8%
Total	308,148	252,609	(55,539)	-18.02%	347,715	(95,106)	-27.4%
Webinars	76,500	39,194	(37,306)	-48.77%	45,205	(6,011)	-13.3%
TOTAL ADVERT & SPONSHIPS	384,648	291,803	(92,845)	-24.14%	392,920	(101,117)	-25.7%

Licensing: Through February, royalty income lags budget by some \$57K because of timing. However, through March (not yet available on ALA performance reports) royalties stand at \$287,220, a little more than \$4,000 better than this time a year ago. As we have often said at this point, licensing revenue is fairly predictable except during periods of contract renegotiation, and we expect to meet budget for the year.

Table 5: Licensing

	February 2019						
REVENUE							
LICENSING	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	750	304	(446)	-59.47%	350	(46)	-13.14%
Choice reviews	250,362	193,599	(56,763)	-22.67%	271,693	(78,094)	-28.74%
RCL	0	0	0	#DIV/0!	0	0	#DIV/0!
Choice Reviews	0	0	0	#DIV/0!	3,000	(3,000)	-100.00%
TOTAL LICENSING	251,112	193,903	(57,209)	-22.78%	275,043	(81,140)	-29.50%

EXPENSES

The inclusion of \$135,912 in unbudgeted operating expenses has put the possibility of meeting our expense budget for the year out of reach. But if, in order to evaluate our *operational* efficiency, we temporarily remove this amount from the Payroll and Related lines (see Table 6, below), we find that direct expenses through February would have been some \$33K better than budget and over \$78K lower than last year at this time.

Table 6: Direct Expenses **before Open Choice** Write-down

	February 2019						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	751,226	758,063	(6,837)	-0.91%	799,685	41,622	5.20%
Outside Services	98,705	117,183	(18,478)	-18.72%	121,873	4,690	3.85%
Travel and Related	23,978	23,424	554	2.31%	23,021	(403)	-1.75%
Meetings and Conferences	7,900	2,513	5,387	68.19%	4,398	1,885	42.86%
Publication-related	169,412	129,769	39,643	23.40%	147,712	17,943	12.15%
Operating	177,059	164,347	12,712	7.18%	177,209	12,862	7.26%
TOTAL DIRECT EXPENSES	1,228,280	1,195,299	32,981	2.69%	1,273,898	78,599	6.17%

Of course, the actual income statement, which includes the write-down, reflects a more sobering reality, shown here in Table 7, with overall expenses running almost \$100K (7%) unfavorable to budget. Notable savings actually did occur in other areas, however, especially in

Publication-related Expenses, with improvements in this category amounting to over \$39K, uniformly distributed across a number of lines, including printing, mail service, space advertising, webinar expenses, and order processing. Overall expenses benefited (sic) further from reduced overhead payments, the result of lower-than-budgeted revenues.

Table 7: Expenses including Open Choice Write-down

	February 2019						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	751,226	893,975	(142,749)	-19.00%	799,685	(94,290)	-11.79%
Outside Services	98,705	117,183	(18,478)	-18.72%	121,873	4,690	3.85%
Travel and Related	23,978	23,424	554	2.31%	23,021	(403)	-1.75%
Meetings and Conferences	7,900	2,513	5,387	68.19%	4,398	1,885	42.86%
Publication-related	169,412	129,769	39,643	23.40%	147,712	17,943	12.15%
Operating	177,059	164,347	12,712	7.18%	177,209	12,862	7.26%
TOTAL DIRECT EXPENSES	1,228,280	1,331,211	(102,931)	-8.38%	1,273,898	(57,313)	-4.50%
INTERUNIT TRANSFERS	(9,556)	(2,425)	(7,131)	-74.62%	(17,994)	(15,569)	-86.52%
Overhead	177,990	162,428	15,562	8.74%	189,077	26,649	14.09%
Liberty Square	19,908	22,216	(2,308)	-11.59%	25,053	2,837	11.32%
Taxes	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL OVERHEAD & TX	197,898	184,644	13,254	6.70%	214,130	29,486	13.77%
TOTAL EXPENSES	1,416,622	1,513,430	(96,808)	-6.83%	1,470,034	(43,396)	-2.95%

After the various puts and takes to Choice financials, we ended February with our net asset balance standing at \$2,462,408, a scant \$37,333 below a year ago.

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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 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>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 AC19.</p> <p>Annual 2019: Second interim report due.</p> <p>Spring 2019: First interim report due.</p>	<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>

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ALA/ARL IPEDS Task Force	Charge: To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2017 and 2018 survey cycles; to develop definitions for and refine instructions regarding usage of electronic serials, shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.	Co-chairs: Robert E. Dugan, Jennifer F. Paustenbaugh Board Liaison: TBD Staff Liaison: Mary Jane Petrowski	AC19: Date final report is due. Spring 2019: requesting TF extension AC18 Fall 2018: Date interim report is due. Will submit a request/update Fall 2018. July 2017 Webcast update June 2017 ALA Annual Conference update session Spring 2017 Virtual work of task force Fall 2017 Task Force established	April 2019: Task Force prepared a press release that will be issued on April 23, 2019 to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019. December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year. Fall Board Meeting 2018: interim report submitted. Fall 2018: One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board. Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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 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: TBD Board liaison: Kelly Gordon Jacobsma Staff liaison: Megan Griffin	Midwinter 2021: final report due Midwinter 2020: interim report due	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 (member):</p> <p>April Cunningham</p> <p>Staff liaison: Mary Ellen K. Davis, Allison Payne</p>	<p>Bimonthly conference calls</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> <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</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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 Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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. Developed talking points on Diversity Alliance.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				Held monthly task force calls. Fall 2016: appointments completed by Irene Herold. Annual Conference 2016: task force approved by Board.

Task Force	Charge	Leadership	Timeline	Status Notes
Impactful Scholarship and Metrics Task Force	To create a new ACRL framework that recommends effective practices regarding the evaluation of academic librarian scholarship that supports librarians in a variety of academic appointments, with differing scholarly expectations, while acknowledging and encouraging impactful scholarship venues within academic librarianship. The task force will gather input from the community, share a draft for feedback, and make revisions, following ACRL's Guide to Policies and Procedures Chapter 14.5 Procedures for Preparation of New Standards, Guidelines, and Frameworks.	Chair: Rachel Borchardt Board liaison: Beth McNeil 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. 2019: Draft framework circulated online for public feedback, due by COB Monday, June 3, 2019. The draft framework will be discussed at the Task Force's panel presentation at the ACRL Conference, "Recast Your Scholarly Narrative: a new model for the evaluation of academic librarian scholarship," and the call for feedback will appear in the May issue of <i>C&RL News</i> . Fall Board Meeting 2018: Interim report submitted. Oct.-Nov. 2018: Task Force is analyzing the survey results; also creating a rubric to evaluate promotion and tenure manuals collected by the Task Force and submitted by survey respondents from a variety of institutions to discern the range of scholarly expectations librarians currently face, including the level of granularity for research output type and relative weightedness of outputs, and/or impact metrics.

Task Force	Charge	Leadership	Timeline	Status Notes
				<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> <p>March-May 2018: The Task Force has met monthly and broken the work into three subteams: College/University Scholarly Expectations; Librarian Survey; and Metrics, Disciplinary, and Literature Review. Task Force submitted a proposed session for ACRL 2019 on their work, as they expect to have the draft framework completed in advance of the Conference.</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</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>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: TBD</p> <p>Board liaison: TBD</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Annual 2019: interim report due</p> <p>Fall 2019: final report due</p>	<p>Spring 2019: appointments underway</p> <p>Midwinter 2019: task force established</p>

Project Outcome for Academic Libraries Task Force	<p>The Task Force is established to adapt the Project Outcome measures, developed by the Public Library Association, to an academic library context. Collecting consistent outcomes data will allow academic libraries to benchmark at the national and state level and will help ACRL better support its members and mission. With staff support and guidance from outside consultant(s) with expertise in educational outcomes assessment, it will:</p> <p>(1) engage the academic library community regularly to seek input and feedback; (2) determine the scope and clearly topic areas, field testing new measures in the development process; (3) ensure ancillary resources (including explanatory text, ready-made reports, and visually interactive data dashboards) and training support are translated appropriately for an academic and research librarian audience; (4) raise awareness of project, being sure to articulate the value of this tool specifically and to differentiate it from other survey tools; (5) develop use cases that highlight ways Project Outcome can be used by libraries in all Carnegie classifications; and (6) promote the new outcomes measures and toolkit and incentivize participation.</p>	<p>Chair: Eric George Ackermann</p> <p>Board Liaison: Kelly Gordon Jacobsma</p> <p>Staff liaisons: Mary Jane Petrowski, Sara Goek</p>	<p>Date final report is due: ALA Annual Conference 2019</p> <p>Date Academic Library Project Outcome launches: ACRL 2019 Conference</p> <p>Date interim reports are due: ALA Annual Conference 2018 and ALA Midwinter Meeting 2019</p>	<p>2019 April: Official launch of the toolkit at ACRL 2019.</p> <p>2019 March: The Project Outcome for Academic Libraries site is live (http://acrl.projectoutcome.org) and open for user sign ups, with access to resources only until the full toolkit goes live April 10. The task force is working to develop additional resources and workshop content.</p> <p>2019 February: A program of free workshops to support the launch and uptake of the toolkit was announced.</p> <p>2019 January: The task force is working on developing resources for users of the Project Outcome for Academic Libraries toolkit.</p> <p>2018 December: Staff and the task force chair presented on the field-testing results at the Library Assessment Conference. The task force decided on the final survey topics and question text.</p> <p>2018 June-November: Volunteers field-tested the new surveys, with a total of 11,449</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>responses submitted from 54 institutions. Staff and the Task Force chair presented preliminary analysis via conference presentations and webinars.</p> <p>2018 April/May: Task force drafted 7 new surveys for Project Outcome for Academic Libraries that will be field-tested in summer/fall 2018. The benchmarks used in the system initially will be Carnegie classification and national, with the possibility of state being added as a benchmark later. Staff have worked with developers on the backend data, system requirements, and timeline.</p> <p>2018 March: Task force is meeting in person in Chicago to choose survey topic areas, outcome measures, and data benchmarks for the ACRL version of Project Outcome.</p> <p>2018 February: Appointments finalized. First virtual session held to get task force members up to speed on PLA Project Outcome.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				2018 January: appointments offers sent. 2017 Fall Board Meeting: Task Force established.

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	To update and revise the existing Statement on Access to Research Materials in Archives and Special Collections Libraries.	Board liaison: Beth McNeil Staff liaisons: David Free	Final report due: 2019 ALA Annual Conference Interim report due: 2019 ALA Midwinter Meeting	<p>Winter 2019: A draft revision is scheduled to be released for public comment in January 2019 prior to Midwinter. The TF is also collecting comments at its meeting in Seattle.</p> <p>Spring 2018: Still working on revising the statement.</p> <p>Winter 2018: The task force was appointed in Fall 2017 and has begun work on revising the statement.</p> <p>2017 September/October: RBMS Executive Committee sent a call for volunteers and will appoint members by early October.</p> <p>2017 Annual Conference: The Board approved this task force and charged the RBMS Executive Committee to appointment task force.</p>

Board Working Group Status Chart

Title	Task	Members	Due Date/Status
Conference Proposals Working Group	<ol style="list-style-type: none"> Review to be sure they are inclusive from Call for proposals through review of them. What are the barriers to getting a proposal accepted to the ACRL Conference? 	<p>Members: Caroline Fuchs (convener), & Beth McNeil</p> <p>Staff liaisons: Margot Conahan, Tory Ondrla</p>	<p>Midwinter 2019</p> <ul style="list-style-type: none"> Working group will meet. <p>SPOS 2018</p> <ul style="list-style-type: none"> Working group established.
Committee Appointments Working Group	<ol style="list-style-type: none"> Review the appointments process for more inclusive language and transparency in the process. 	<p>Members: Emily Daly (convener), Karen Munro, Jeanne Davidson, Lauren Pressley</p> <p>Staff liaison: Allison Payne</p>	<p>Spring Board Meeting 2019</p> <ul style="list-style-type: none"> Board will receive an update and have the opportunity to give input on improvements and future plans to the appointments process. <p>February/March 2019</p> <ul style="list-style-type: none"> Held virtual meetings <p>January 2019</p> <ul style="list-style-type: none"> Held virtual meeting to discuss next steps. Report out at MW19. <p>Fall Board Meeting 2018</p> <ul style="list-style-type: none"> Update from working group. <p>Fall 2018</p> <ul style="list-style-type: none"> Karen and MED reviewing language in the instructions to the Leadership Recruitment and Nominations Committee to be more inclusive. <p>SPOS 2018</p> <ul style="list-style-type: none"> Working group established.

Data Collections Working Group	<ol style="list-style-type: none"> 1. Identifying what racial and ethnic diversity info is already collected by ALA and ACRL and what could be collected. 	<p>Members: LeRoy LaFleur (convener), April Cunningham, Cheryl Middleton</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Spring Board Meeting 2019</p> <ul style="list-style-type: none"> • The working group will present its recommendations for Board input. <p>Fall 2018</p> <ul style="list-style-type: none"> • A first meeting is being scheduled <p>SPOS 2018</p> <ul style="list-style-type: none"> • Working group established.
Diversity Committee Working Group	<ol style="list-style-type: none"> 1. Develop a new charge. 2. Review leadership structure (is chair, co-chair the best or is a longer commitment helpful?). 3. For what work should that committee be responsible, e.g., Diversity Alliance, training related to cultural competency standards? 4. What is appropriate name for this committee? 5. What resources does it need (staffing, funding)? 	<p>Members: Lori Ostapowicz-Critz (convener), Faye Chadwell, April Cunningham, LeRoy LaFleur</p> <p>Staff liaison: Mary Ellen Davis</p>	<p>Spring Board Meeting 2019 The Board will take action on a new committee charge recommended by the EDI Committee.</p> <p>Midwinter 2019 Gathered info from Diversity Committee and presenting document to Board.</p> <p>Fall Board Meeting 2018</p> <ul style="list-style-type: none"> • Provide status update for Board before November 16 meeting. <p>Fall 2018</p> <ul style="list-style-type: none"> • Faye contacted Diversity Committee Chair Federico Martinez-Garcia, JR. about Board's interest in Diversity Committee. • Group had its first meeting on November 13; agreed broad charge was good; considering EDI as a possible new name for Committee. <p>SPOS 2018</p> <ul style="list-style-type: none"> • Working group established.

<p>Leadership Council Working Group</p>	<ol style="list-style-type: none"> 1. Develop a plan for the MW meeting that is both F2F and provides an opportunity for asynchronous engagement for those leaders not traveling to Seattle for MW. 2. Can we use parts of parts of DeEtta's online toolkit? 	<p>Members: Lauren Pressley, Karen Munro, Cheryl A. Middleton, Kelly Gordon Jacobsma</p> <p>Staff liaison: Mary Ellen Davis</p>	<p>Annual Conf. 2019</p> <ul style="list-style-type: none"> • EDI facilitator will develop discussion questions and resources that can be shared with leaders working virtually in advance of Annual Conference. <p>Spring Board Meeting 2019 The Board will discuss and make recommendations for attendance for the Board and leaders at future Midwinter Meetings.</p> <p>Midwinter 2019 Working group planned session on EDI.</p> <p>Fall Board Meeting 2018</p> <ul style="list-style-type: none"> • Included on agenda. <p>SPOS 2018</p> <ul style="list-style-type: none"> • Working group established.
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ACRL Committee and Chapters Council Midwinter 2019 Minutes

Committees
2019 President's Program Planning Committee
Academic Research Librarian of the Year Award Committee
Budget & Finance Committee
Diversity Committee
Excellence in Academic Libraries Awards Committee
Government Relations Committee
Leadership Recruitment and Nomination Committee
Membership Committee
Publications Coordinating Committee
<i>Academic Library Trends and Statistics Survey</i> Editorial Board
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
ACRL/LLAMA Interdivisional Committee on Building Resources Open Forum
<i>C&RL</i> Editorial Board
<i>C&RL News</i> Editorial Board
CHOICE Editorial Board
<i>RBM</i> Editorial Board
<i>Resources for College Libraries</i> Editorial Board
Research and Scholarly Environment Committee
Standards Committee
Information Literacy Frameworks and Standards Committee
Student Learning and Information Literacy Committee
Value of Academic Libraries Committee

Chapters Council
Chapters Council Working Group Meeting

ACRL President's Program Planning Committee

ALA Midwinter 2019 Meeting

Wednesday, March 13, 2019

4:00-5:00 p.m. (EDT)

Zoom: <https://psu.zoom.us/my/rebeccamwaltz>

Attendees:

- Rebecca Waltz
- Hallie Clawson
- Jason Sokoloff
- Nastasha Johnson

Not attending:

- Leo Lo
- Rachel Rubin
- Lauren Pressley

Agenda:

I. Debrief Midwinter Presidential Forum

Overall, committee members received good feedback about the Midwinter Presidential Forum. If there's bandwidth among the PPPCs going forward, we thought it was a helpful approach to sustaining the conversation throughout the year. This year, we benefited from a local speaker, so that's a consideration for future President's Program Planning Committees.

II. Debrief blog series so far

The blog series has been doing well; for example, the Lim post has gotten shared and cited around! We also have email subscribers, and strong statistics:

<https://drive.google.com/open?id=1Wsltv28EftrxCrDk9f8Rg5-cXHK0u3rv>

- 1690 views on the blog series page alone
- Mean (average) is 23+ views/day
- Highest count was 1/18 - 181 views

III. Discuss future of blog series

Committee members discussed how frequently we should continue to post, and whether we need to solicit additional posts so that we can continue the discussion through ALA Annual. The committee decided to continue posting and solicit new content:

- Jason is in contact with a few JCLC people who haven't yet written/published who might be willing (4 or so). We'll need to close the loop with these individuals.
- Dean Tina Rollins was invited to submit a blog post and is currently working with Jason to develop this post.
- There are currently 4 posts pending, and we need bio information needed for 1 currently ready to go
 - Of these 4, there are 3 that we need to edit -- committee members need to jump in and help edit
 - Posts needing editing:
 - Meeks - <https://docs.google.com/document/d/1lzPuTu1BhAHe8l16l4ssuxwnl17qqEhXuOtV5pM4sjq/edit?usp=sharing>
 - Kjaer - <https://docs.google.com/document/d/1Gxus2wLXUgKnvPUH-Znku-NSccrfH4MC3qEmyB3dDg/edit?usp=sharing>
 - Hallie has also started an EDI in community colleges one
 - Hallie suggested reaching out to an LIS faculty member for a post on EDI in LIS education
 - Hallie has also reached out to a classmate who may be willing to write a post from an indigenous perspective
 - AACU was having a diversity and inclusion conference, and Nastasha is going to review the program and see if anything jumps out at her. "Diversity, Equity, and Student Success Conference": <https://www.aacu.org/conferences/dlss/2019/registration>
 - Nastasha is also working with an intercultural learning group on campus, and is interested in reaching out to someone there.
 - "Intercultural learning and assessment"
 - Penultimate post will be a "framing" or "setup" post pre-Annual
 - Possibly also a summary of the Annual program before the final post from Lauren
 - Final post on Annual Program: reflection from Lauren
 - We will need to impose a hard deadline for outstanding posts: April 30
 - Jason can share the boiler plate invitation language for anyone to invite a post
 - Workflow: Jason has just been asking for the post, Jason puts it in our Drive, and then we edit
- Additionally, we still have these topic ideas: <https://docs.google.com/document/d/1ZI1ZMX3p5iWnsSrNvD6fwl6pzqodA7xfIJqlaPFEDg/edit?usp=sharing>

IV. Plan for ALA Annual

Rebecca is working with Megan Griffin to arrange speaker housing. Additionally, we need to identify committee members who will take responsibility for specific roles at ALA Annual:

- We need to appoint a C&RL News reporter
 - Hallie, Rebecca, Nastasha, and Jason (90%), all going to ALA Annual
 - Nastasha and Jason volunteered for sharing Reporter responsibilities
- We also need volunteers to hand out programs, etc. during program
 - Rebecca has developed a list of roles/jobs during Annual so everyone knows what's going on:
<https://docs.google.com/document/d/1UanQlk7RCkNEyUXZ6vtgsxWpLUWcPrRjGE-uCq4t5bU/edit?usp=sharing>

V. Plan for meetup at ACRL 2019

There will be no official meetup at ACRL 2019.

VI. Adjournment

No other topics or announcements were identified, and the meeting adjourned at 4:42 p.m.

Academic Library Trends and Statistics Survey Editorial Board

Meeting Date:

Jan. 27, 2019, 8:30 am – 10:00 am Pacific time

In Attendance:

Beth Bernhardt, Nancy Colyar, Mary Ann Goodwin, Adrian Ho, Martha Kyrillidou, Jeanette Peirce, Mary Jane Petrowski, Ian Reid, Carl Thompson, Nancy Turner, and Carol Ward

Virtual Attendance:

Jason Dupree, Linda Miller, Devin Savage, and Lindsay Thompson

Summary of Action Items:

1. Editorial Board members to think about how to make the survey results more useful to the library community
2. Counting Opinions to send a list of institutions that haven't submitted their surveys to Georgie and Adrian
3. Georgie and Adrian to divide up the list of institutions and ask committee members to contact and encourage the institutions to submit the survey
4. Mary Jane to share ACRL's definition of EDI (equity, diversity, and inclusion)
5. Trends Questions Subcommittee to draft the questions about EDI with input from the Changing Landscape Committee
6. Editorial Board members to send suggestions to the LibGuide Subcommittee regarding the use and content of the LibGuide
7. The LibGuide Subcommittee to propose guidelines regarding the use and content of the LibGuide
8. Mary Jane to ask the University of Michigan iSchool if IRB is required for the student project
9. Mary Jane to find out if ACRL should have a signed agreement with the University of Michigan iSchool student group

Meeting Notes:

Introduction

Georgie Donovan was not able to attend the meeting due to flight cancellations. Adrian Ho chaired the meeting on her behalf. There was no amendment to the meeting agenda.

Updates on Current Survey Status

This year's survey request was distributed to 3,462 libraries on Sept. 17, 2018. Reminders were sent last week. The survey response rate at this point (under 10%) is on par when compared to

that at this time last year. The submission deadline is Feb. 28.

Activity and other statistics:

- 292 have locked the survey. Many are in the midst of inputting data
- 283 have used the IPEDS download component
- 13,359 reports have been run using data (public and subscribed)
- 84 phone calls and 226 emails - from questions related to the survey; asking for new contact
- The “Universe” of the survey: Last year 3,336 was invitations; this year it was 3,462
- Over 4400 institutions are listed from IPEDS

If you submit data, you can access summary data. May is the biggest month for usage. This is when the new data comes out.

Discussion of whether there were changes based on improved instruction, but it is hard to tell.

Carl Thompson said that there are trends in the usage of the data, e.g., what elements are most often used. Inputs were used as a basis for understanding activity. Trends questions and key ratios are used a lot.

How could the survey results be made more useful?

Suggestions and questions:

- We could provide key rates to survey respondents.
- There could be an event at the ACRL Conference about the survey results.
- Discussion of how definitions need to be clear, and yet people may interpret them differently. What is reliable, consistent data that is useful?
- What are the staffing measures?
- Try to get more “para” data
- Include more key ratios in the summary reports

IPEDS will be changing in 2020 for the academic library component. Librarians will no longer be lumped together with curator and archivist, but with media specialists.

Action Item 1:

Editorial Board members continue to think about how to make the survey results more useful to the library community.

Plans for Solidifying Participation this Spring

In addition to ACRL reminders, the Editorial Board also sent out “nudges” last year to say why the survey was so important. The overall response rate last year was 51.5%. The doctoral group had the highest percentage, but it was also the smallest group.

Mary Jane Petrowski has been diligent in informing Counting Opinions of any college closure and changes to the contact person for a college.

Carl confirmed that institutions will be given more time to complete their surveys if they ask. Late submissions will still be added to the Counting Opinions database.

Action Items 2 and 3:

To increase response rate this year, Counting Opinions will send to Georgie and Adrian a list of institutions that haven't submitted their surveys. The list will be divided into sections.

Committee members will be asked to contact and encourage the institutions to submit the survey.

Discussion about Trends Questions for FY2019 Survey

Nancy Turner chaired a subcommittee for trends questions. Other members of the subcommittee included Tiffany LeMaistre, Scott Lancaster, Jeannette Pierce, and Jason Dupree.

Nancy posted all question ideas to the group and solicited feedback. She also created a poll for the Editorial Board members to weigh in. No response was received from the non-members of the subcommittee. Some Editorial Board members noted they did not receive an e-mail about the poll.

Results of the poll:

- Open educational resources: Initiatives to support OER/involvement with OER (4 votes)
- Outsourcing: What services are libraries contracting out/outsourcing? (4 votes)
- Textbooks: Does the library buy textbooks? (3)
- Remote storage: Do you have remote storage? Square feet or number of volumes in remote storage (3)

Details and outcomes of the subcommittee's work is available in this document:

<https://docs.google.com/document/d/1g9iW5cN11xeAnxVcXMO5hpyJmMqfGOFiGRb-XR1Bah4/edit?usp=sharing>

Mary Jane mentioned that equity, diversity, and inclusion (EDI) had been discussed by the ACRL Board as a new commitment. How to embed EDI could be the topic for the new trends questions. Editorial Board members agreed it would be timely to have questions concerning what libraries are doing about EDI. The Changing Landscape Committee can help draft the trends questions.

Action Items 4 and 5:

Mary Jane will share ACRL's definition of EDI and the Trends Questions Subcommittee will draft questions with input from the Changing Landscape Committee.

LibGuide Revision and Upkeep

LibGuide address: <https://acrl.libguides.com/stats/surveyhelp>

Carol Ward reported that the LibGuide was visited 1,300 times from July 1, 2018 through Jan. 22, 2019.

There was a question about how to differentiate the use of the ACRL site and the LibGuide. Mary Jane said there is no policy in this regard. In general, it is easier to update the LibGuide than the pages on the ACRL site.

Currently, there is no distinctive content on the LibGuide. CUNY's assessment site (http://guides.cuny.edu/library_assessment) could be a model for the future development of the LibGuide.

It was suggested that survey results could be posted on the LibGuide. There could be a generic e-mail address on the LibGuide for people to submit questions about completing the survey. The questions would be forwarded to Counting Opinions and the subcommittee tasked with answering questions.

It would be helpful if the Editorial Board could come up with some guidelines regarding how the LibGuide should be used.

Carol will send an e-mail after Feb. to the Editorial Board to invite suggestions and possible case studies.

Action Items 6 and 7:

Editorial Board members send suggestions to the LibGuide Subcommittee regarding the use and content of the LibGuide. The Subcommittee will propose guidelines regarding the use and content of the LibGuide.

Results of Trends Portion from Previous Year and Significance of Responses

Carl will send information on the trends questions.

Mary Jane reached out to the University of Michigan iSchool and was able to have a group of students work on the visualization of the survey data about librarians' faculty status. The students will gain complimentary access to the data. The final report can be content for the LibGuide.

There were questions about whether the students have to go through their university's IRB (Institutional Review Board) for the project and whether there should be a signed agreement between ACRL and the student group about the roles and responsibilities of the two parties.

Action Items 8 and 9:

Mary Jane will ask the University of Michigan iSchool if IRB is required for the student project. She will find out if ACRL should have a signed agreement with the University of Michigan iSchool student group.

Other Business

The Editorial Board collaborated with the ACRL Assessment Discussion Group to co-host a panel discussion about actionable assessment on Jan. 26. The members involved in organizing this event included Starr Hoffman, Devin Savage, Nancy Turner, and Adrian Ho.

Nancy moderated the discussion at the event. There were about 60 participants. Overall, the event went well. The panelists' slide deck, a handout, a summary of the discussion, and an assessment form will be posted to different listservs soon.

Martha Kyrillidou was a guest and brought up the issue that the definitions of the NISO Z39.7 Standard from the ACRL survey and PLDS (Public Library Data Service) didn't match. It would be helpful to harmonize the difference.

Meeting adjourned at 10:00 am

ACRL Academic/Research Librarian of the Year Committee

ALA Midwinter 2018 Minutes (closed meeting)

January 26, 2019/10:30-11:30 a.m. PST

Grand Hyatt Seattle, Portland A

Members present: Jennifer Fabbi (chair), Cheryl Middleton (ACRL President), Jeannette Pierce (vice chair), Kerry Creelman, and Peter Hepburn.

1. Confidential committee deliberation: Committee members spent the full hour deliberating the outcome of the ACRL Academic/Research Librarian of the Year Award winner for 2019. Kaetrena Davis Kendrick was selected as the winner.

Budget & Finance Committee

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**ACRL Budget & Finance Committee
January 26, 2019
9:00 A.M. – 11:30 A.M.**

Present: Carolyn Henderson Allen, Chair; Mary Ellen Davis, ACRL Executive Director; Karen Munro, ACRL President-elect; Tara Baillargeon; Kevin Wade Merriman; Erika Dowell; Joe Mocnik; Fannie Cox; Marla Peppers; Brian Rennick; Kristen Totleben; Rickey Best; Allison Payne

1.0 Allen conducted welcome and introductions with the group.

2.0 Allen reviewed expectations and contents of the meeting.

Kevin Merriman, Joe Mocnik, Rickey Best, and Tara Baillargeon were selected as recorders for today's meeting. Compiler is Carolyn Henderson Allen.

**3.0 Allen states the adoption of the agenda and confirmation of meeting outcomes.
Approved by ACCLAIM.**

4.0 The minutes from the 2018 Annual Conference:

They were reviewed and approved. Best motioned and Mocnik seconded with vote being unanimous.

5.0 ACRL finances were discussed.

The annual report now includes the new graphics with spreadsheets online. No one reported having any comments from members. Mary Ellen Davis stated that we are on budget, but the first three months does not have much activity to report. Conference registration is at 52% of budget, which is ahead of this time before last conference. Membership continues to slowly decline. In past conference years, membership has slightly increased, but since the 2008 recession, the slight bump during conference numbers no longer occurs.

Advertising revenue continues to decrease. The Framework RoadShow was popular and the revenue from the licensed RoadShows was good. Book publishing is a little under budget, but we are getting royalties from licensing eBooks to EBSCO and ProQuest. LTI is not performing well but changes daily as the market is quite active. The LTI with Choice last year did increase the LTI balance and decreased ACRL's net asset balance. Thanks to Julia Gelfand and John Culshaw, fundraising for the ACRL 2019 Conference exceeds budget. Allen noted: at the BARC meeting we can ask how ALA decides how much can be withdrawn from the LTI?

Best asked what is going on in IT? Davis said that consultants shared a report with the Board and staff will send it to the committee. The Consultants are coming to the Board meeting, including an interim one-year Chief Information Officer (CIO) to help set priorities and an inventory of

ALA's digital assets: operational documents and data such as is in spreadsheets and mini-databases. The interim CIO can help give some shape to the subsequent permanent job description; remember we have an interim director pending the search for a new one so we will want that person to shape the final description. The ACRL net asset balance was discussed. We are no longer in the "say yes to everything mode" because we have spent down the surplus by investing in a number of strategic initiatives for members and the profession. Are there specific strategic initiatives to prioritize? Such as a diversity alliance resident, or the \$10K for each of the goal-areas committees and should we move some of that for equity, diversity and inclusion (EDI) initiatives? Professional development funds for staff were budgeted at prior year actuals rather than with additional funds.

6.0 Davis led a discussion about the ACRL FY20 Preliminary Budget.

The group agrees to keep the budget per the current draft and continue with the strategy that shaped our recent budget decisions. For example, possibly adjusting the proposed three-year diversity resident with a two-year residency and the option to renew in the third year while budgeting to retain a \$1.9 million net asset balance.

7.0 Cummings /CHOICE FY20 Preliminary Budget discussion

8.0 Meeting adjourned

DRAFT DRAFT DRAFT

**ACRL Budget & Finance Committee
Sunday, January 27, 2019
9:00 A.M. - 10:30 A.M.**

Present: Carolyn Henderson Allen, Chair; Mary Ellen Davis, ACRL Executive Director; Karen Munroe, ACRL President-elect; Tara Baillargeon; Kevin Wade Merriman; Erika Dowell; Joe Mocnik; Fannie Cox; Marla Pepper; Brian Rennick; Kristen Totleben; Rickey Best; Allison Payne;

Guests: Maggie Farrel (BARC); Mark Cummings (Choice); Mary Jane Petrowski, Associate Executive Director, ACRL.

The minutes of the Planning & Budget Committee meeting in New Orleans was reviewed and approved.

Rickey Best and Erika Dowell were selected as recorders for today's meeting.

1.0 2018 Finalizing Budget Report

Maggie Farrell reported that the Budget Analysis and Review Committee (BARC) is in the process of finalizing the 2018 budget report. There was a downturn in attendance at the 2018 ALA Midwinter Meeting in Denver, however, Seattle's numbers are looking good. Overall, the exhibitor's registrations are down, which may in part be due to industry consolidation.

ALA is operating with a planned budget deficit. The organization is investing \$8.8 million, in advocacy, fundraising, and IT improvements. There has been an IT study prepared by consultants which recommends the hiring of a CIO. One of the consultants has been hired as an Interim CIO and will be working to improve software and the development of data to be moved from silos in order to be more flexible. A working group has been formed to evaluate and develop data metrics that will allow the organization to evaluate success. The committee asked if ALA has an IT advisory group and was told that there is the ALA Information Technology Advisory Committee (ITAC).

Mary Ellen Davis reported that ACRL has encouraged ALA to consider how future Midwinter Meetings would best support its members. Members have expressed frustration that ALA expects members to attend two business meetings per year while other professional associations only have one conference per year. Trends indicate a revenue decline from Midwinter BARC will review data and work to conduct a financial analysis to determine the financial impact of doing away with Midwinter as it presently exists, and to determine alternatives to replace it.

Allen suggested that if one of the proposals is to do symposia on site, it won't change the issues affecting Midwinter. It will, however, allow the possibility of going to smaller cities that are cheaper for members. It was suggested that a survey of the membership should be conducted regarding potential changes to Midwinter.

Discussion of the overhead rates charged to Choice, and whether Choice should pay its full overhead to ALA. Choice maintains its own building and services in addition to the overhead it pays ALA. If it was required to maintain its building plus pay full overhead rate to ALA, it would be out of business soon.

General discussion regarding membership, and what the members are getting for their dues. How are we connecting with our members? A significant question is how to get millennial librarians to actively participate in the association.

2.0 ALA Organizational Effectiveness

Three models for ALA. First is to keep the organization as it is, with divisions, roundtables, etc. The downside is information is not shared easily with other groups / divisions, and there is some mission overlap.

Second model is for members identifying which professional assignment they most identify with, i.e., academic, public, school and have membership based on those categories. Downside is how would revenues be shared. On the positive side, there is an opportunity for strong communication between the groups, it could have a matrix organizational process similar to an upside-down pyramid. The third model is for informed interest groups, which may introduce the concept of no divisions.

There will be a meeting on Monday, January 28, 2019 at 4:00 p.m. during this Midwinter Meeting to discuss models affecting divisions.

3.0 Individual Dues

The Higher Education Price Index (HEPI) increased 2.6%, allowing the ACRL Board to increase dues by up to that same percentage. Merriman moved and Rennick seconded raising the dues rates according to the HEPI index. Allen will convey the committee's support for a dues increase to the ACRL Board of Directors.

4.0 Work Plan

Should we make recommendations regarding Choice? Particularly in regard to the implication from ALA that CHOICE should be paying the full overhead rate, rather than the 50% of the overhead rate as currently stated in the Operating Agreement. Suggested that we should make sure that the work plan aligns with the Strategic Plan for Equity, Diversity and Inclusion.

It was noted that in June the committee should do a review of commitments from the work plan, and to amend page six to include the evaluation of the dashboard and infographics projects.

It was noted that ACRL's budget has a planned deficit. Spending is directed to benefiting the members by providing services. Discussion about whether to increase funding to long term investments. Anything over \$50,000 requires a two-year cycle to notify ALA. No proposal was made at this time to increase the LTI and Davis reminded the group that due to ACRL providing \$525,000 to CHOICE, ACRL had transferred \$350,000 from the CHOICE LTI to the ACRL LTI so that the ACRL LTI was increased.

5.0 No new business was discussed.**6.0 Dowell moved adjournment, seconded by Merriman. The meeting was adjourned.**

DRAFT DRAFT DRAFT
ACRL Budget & Finance Committee Joint Board Meeting
Monday, January 28, 2019
8:00 A.M. – 10:00 A.M.

Present: Tara Baillargeon, Ricky Best, Faye A. Chadwell, Fannie M Cox, Mark Cummings, April D. Cunningham, Emily Daly, Jeanne R. Davidson, Mary Ellen Davis, Georgie Donovan, Erika Dowell, Caroline Fuchs, Kelly Gordon Jacobsma, Carolyn Henderson Allen (Chair), LeRoy Jason LaFleur, Beth McNeil, Kevin Wade Merriman, Cheryl A. Middleton, Karen Munro, Joe Mocnik, Lori J. Ostapowicz-Critz, Allison Payne, Marla Peppers, Mary Jane Petrowski, Lauren Pressley and Brian Rennick.

1.0 Welcome and Introductions

Budget and Finance Carolyn Henderson Allen Chair convened the meeting.

2.0 Update on CHOICE initiatives (Cummings)

Choice subscriptions are down 12% since FY15, licensing of reviews off 15% for the same time period, and revenues down 7%. *Open Choice* is converting to an open resource and the review template for OER is now available for open use. Print advertising has dropped 17% over the last four years and revenue from sales/licensing of reviews has also gone down. Total unit revenue derived from non-review sources has grown.

Choice has been effective at controlling their costs but are challenged with a burdensome cost structure. The standard overhead rate that units pay to ALA is 26.5%, but per the Operating Agreement between ALA and its divisions, Choice pays half the going rate or currently 13.2%. Choice also pays the entire cost of their building in Connecticut, adding \$314,000 to their annual costs. When Choice's own building costs are combined with their ALA overhead cost of 13.2%, their total overhead is over \$700,000. If ALA provided the work space for CHOICE as it does for other ALA units, Choice would have been in the black each year. The purpose of pointing this out is to illustrate that their financial challenges are not caused by financial mismanagement. Cummings also presented a scenario where Choice pays 26% overhead to ALA and it creates a "dire scenario." Cummings asked that people keep this in mind if the issue of Choice paying full overhead to ALA comes up.

Choice can sustain their moderate losses because they are outweighed by their financial revenue. Current initiatives include more broadly publicizing the Outstanding Academic Titles list by publishing excerpts in other publications. Choice Bookstore will make Choice archives an open-access catalog and point of purchase for nonfiction titles. Choice will drive engagement through cross-platform marketing and content linking.

3.0 ALA Organizational Effectiveness (Daly/Henderson Allen/Davis)

As a member of the ALA Steering Committee on Organization Effectiveness (SCOPE), Daly shared that details of new organizational models are high level and vague at this point and the revenue model is unknown. There will be opportunities for feedback between now and the next SCOPE meeting in March, but not certain how this will happen yet.

Both Board and B&F Committee members expressed interest in participating in webcasts about the reorganization and having opportunities for information sharing and feedback. A model under discussion includes a scenario where members join and choose a channel (e.g., "academic libraries channel") with coordination occurring between various channels. In this scenario, there would be a steering committee across channels.

Davis presented an overview of the Operating agreement between ALA and its divisions, which was last negotiated in 1989. The presentation detailed how ALA and ACRL support each other, which are important considerations as discussions about restructuring move forward. If you have any questions, pass them to Emily Daly and she will keep us up to date.

4.0 Future of ALA Midwinter

Attendance at Midwinter is on a steady decline and ALA is looking at scaling down this event to a more regional approach with a focus on media awards and leadership. There would also be a focus on a theme or issue that flows across ALA and into the community and meetings could be held in “secondary cities.” Members are encouraged to think about whether meeting in-person is necessary. Some members have concerns about how people will be able to connect with each other (e.g., media award committees discussing selections) and that the new event could end up being exclusionary.

Feedback was sought from Board and B&F members about meeting in-person at future Midwinter Meetings. It was pointed out that difficult questions are more easily asked in-person and there is fear that would be lost with virtual meetings. The suggestion was made that if the committees continue to meet in-person, it would be helpful to schedule the meetings more closely together to avoid Monday and Friday meetings. Not everyone was convinced that face-to-face meetings are necessary but acknowledged the importance of meeting in person at least once a year to establish familiarity. ACRL provides support for virtual meetings through its staffing and licensing virtual meeting platforms such as Zoom and Adobe Connect.

5.0 Membership Report (Petrowski)

ACRL is in the middle of a three-year pilot project of reduced student dues at a \$5 rate and have begun efforts to assess the impact. Presently, students make up 10% of ACRL’s overall membership and student memberships have increased a great deal since FY 17 (up 30%). ACRL is looking at retention rates and conversion rates for students who become regular members. We won’t know for certain how many renewed or converted until later this year. ACRL is developing marketing videos based on persona research, reaching out to library schools, and offering webcasts targeted to students.

6.0 Next Steps (Henderson Allen)

The Board and B&F Committee will work closely with Cummings to advise him on Choice. Henderson Allen asked member to consider if there are any issues we are not addressing but need to be addressed. Davis noted that the Board and B&F meeting schedule can be changed, and any changes would need to be decided by Annual, so that meeting requests can be submitted by ALA’s deadlines in the fall. A working group will explore different options for meeting times and report back. The working group will be led by Jeanne Davison and includes April Cunningham, Fannie Cox and Faye Chadwell.

ACRL Excellence in Academic Libraries Awards Committee

Jan 18, 2019 1:03 PM

Irene Herold

- The Committee met via Zoom. All were present except one (who it was determined later attempted to join, but could not, so something for the next chair to consider. Perhaps hold a test session a day earlier to ensure all can join with their technology in the method of virtual meeting being used).
- Awardees were determined in all three categories.
- The committee members contributed to items to highlight in the quotes to be provided to ACRL for the announcement.
- The committee members contributed to the 2019 Award Promotion Activities report form.
- It was noted by the chair that this was a terrific group of committee members who made this work go smoothly.

Respectfully submitted by,

Irene Herold, Chair

Irene Herold
Librarian of the College
The College of Wooster

ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board

ALA Midwinter Meeting

January 27, 2019, 1:00 pm – 2:00 pm

Washington State Convention center, Room 306

Minutes

Present: Anne Marie Casey, Nancy Colyar, Charles Forrest, Kelly Jacobsma, Mary Jane Petrowski, Carl Thompson, David Zenk

1. Introductions

- a. Went around the table and introduced ourselves. Some committee members had not met in person before.

2. Survey updates

- a. Mary Jane and Nancy have been working on the Looking Forward survey. They passed out a printout of their concept. Everyone agreed it was a very good start.
- b. Survey two, the renovation/new building section of the survey was discussed a bit. Members had a discussion about what needed to be included and the timeframe/project development phases that would be included in this portion. Charles suggested the following phases that would be included in this survey:
 - i. Planning/Programming
 - ii. Design
 - 1. Schematic Design
 - 2. Design Development
 - 3. Construction Docs
 - iii. Implementation
 - 1. Construction
 - 2. Renovation
 - 3. Interior/Furniture Refit
 - iv. Completion/occupancy
- c. A great deal of discussion went into the wording of questions on survey one, the benchmark portion. Of particular confusion were the questions in section 3 – seating. Members also discussed how many should take the field test and the timing on making it available. In order to make a September “go live” date, field testing needs to be concluded by April. Members agreed to continue this discussion based on feedback from the open forum.

3. Preparing for the open forum on the draft Facilities Survey instrument

- a. January 27, 4:00-5:00, Grand Hyatt, Blewett Suite
- b. Anne asked who would be attending and most committee members said they would be there.
- c. Anne said she would welcome everyone at the forum and give a brief overview of the survey process. She invited committee members to add to her introduction.

ACRL/LLAMA Interdivisional Committee on Building Resources

Open Forum on facilities surveys

January 27, 2019

ALA Midwinter, Seattle

Committee Members Present: Anne Marie Casey, Charles Forrest, Kelly Jacobsma, Mary Jane Petrowski, Carl Thompson, David Zenk

Guest Present: Frank Allen, Catherine Friedman, Kris Johnson, Martha Kyrillidou, Mark Sanders

Anne welcomed everyone and asked for introductions. Mary Jane passed out print copies of the survey one questions and instructions. David gave the group an overview of the surveys and what the committee was hoping to discover. Carl explained that the data would be compiled and available by subscription as an electronic resource.

Comments included:

- A long discussion on section 3, seating. What are we looking for; how do we define seating; what will subscribers to the product be looking for
- A question asking how many data elements we expected per branch library
- A suggestion to put images by the types of seating to avoid some confusion
- Q3.15 – should include how many multiuse versus single workstations
- Q 4 – suggested this question be limited to the heart of the semester; another suggestion was to ask if only part of the building is open 24/7 – how many seats are available

General consensus was that the survey as it stands is too complicated and contains some ambiguous questions. One suggestion is to start with a much simpler survey and build in complexity as needed in future versions.

Chapters Council Working Group

virtual meeting--DRAFT

February 28, 2019 1:30-2:30 EST

Attendees:

Ed Rock (Chair), Lisa Nickel (Vice-Chair), Ali Larsen (Secretary), Vicki Gruzynski (New England), Kim Copenhaver (Legislative Rep, Florida), Autumn Mortensen (Arkansas), Jessica Brangiel (Delaware Valley), Lee Wagner (Wisconsin), Amy Mars (Minnesota), Maria Taylor (Kentucky), Jim Fisk (New Mexico), Sandy Schiefer (Missouri), Leslin Charles (Chapter Topics editor), Tensy Marecos-Bodker (Kansas), Carrie Dunham-LaGree (Iowa), Lucy Bellamy (California), Craig Amos (Florida)

Brief introductions and meeting organization procedure mentioned.

Lisa informed the group regarding genesis of idea for the topic of survey results. Sent out looking for barriers to participation for member. 450-500 responses. Do we want to bring these results to the greater public at ALA?

Leslin would be interested to see the data, particularly interested to NJ and what they are looking at. Would like to see if correlation exists between their state and national survey data.

Chat comments further suggested states talking about so interest in overall data results.

Overall agreement to present the data, details about how to bring information to light need to be worked out. Lisa commented that it could be done in person, or via Zoom but time change might provide issues, along with wifi strength. So online might have issues to do limitations outside of groups control. Will try to run parallel in person/online meeting at ALA Chapters Council meeting.

Ed reminded that elections will be happening at the annual meeting. Keep that in mind and stay tuned to listserv for more information. Lisa encouraged letting board know of interest to run for a board position as soon as possible, details of positions are on [web](#).

Ed asked if any other topics for ALA? Nothing mentioned at this time.

4. Ed reviewed background of [SCOE](#) (Steering Committee of Organizational Effectiveness). Another meeting coming in March, online meeting. In person meetings at ALA Annual. Firm hired to oversee reorganization is very interested in getting feedback from as many people as possible. Lisa encouraged participation and feedback from the chapters.

5. [Chapter Topics libguide](#) is edited by Leslin Charles. Leslin will put out the call on March 1, 2019, deadline is April 30. Chapters Council does two issues per year. Leslin mentioned they updated the tips for contributors and encouraged the submissions. Ed asked if any limit on topics and Leslin reported their are specific topics that will come out in the call. Always an October 31 and also an April 30 deadline, respective of each issue. Ed mentioned recent activity on the listserv on fee structure among chapters that could be a topic. Leslin said about images, about 300 words in pdf format, all in call coming March 1.

6. Conversation segwayed into looking for chapter rosters. Megan Griffin is our staff liaison and can be of assistance to get a chapter roster. Her email is mgriffin@ala.org.

7. ACRL offers [webcasts](#) and other e-learning opportunities that are continually updated. Chapters can apply to get two free webcasts per year for professional development/continuing education. You can access more than two for a fee. Ed detailed how South Carolina took advantage of a webcast and how they worked for different locations. Lisa Nickel also used it in Virginia. Had two locations, used social media to recruit locations. Mostly host institution participants, a few others. Lisa commented that if you see something interesting you should jump on it because it is a rolling list. The chat listed several chapters mentioning they've taken advantage of the webcasts. (Florida, California, Iowa). Margot Conahan is the contact for information. mconahan@ala.org

[Speakers Bureau](#) is also available. ACRL leaders will attend in person to speak at an event. Past events are listed for reference. Mary Ellen Davis mentioned at Chapters Council that there's a cadence of about every four years someone could come. ACRL should have documentation on last time they attended a particular chapter. Reach out to Megan Griffin for more information.

What is your spring topic:

Lisa Nickel (Virginia)--student perceptions of privacy and librarian's role in data collection.

Delaware--Scholarly Communications Roadshow

Carrie--Emily Drabinsky keynote speaker for their program

Maria--leadership at every level, SLA joint conference.

Amy--finalizing theme, Matthew Reidsma keynote

Vicky (New England)-- two programs: 2019 ACRL New England Chapter Annual Conference

Monday, May 6, 2019 "Opening Doors for Each Other" and

"Designing Student-Centered Learning Experiences " to be held at New England Institute of Technology, in East Greenwich, RI, on Friday, June 21, 2019

Project Outcomes--can apply to be a host site. That could be another option for programming. Lisa is Value of Academic Libraries Committee and are looking at this closely. If another webinar is coming out Lisa will provide that information.

8. Ed encouraged people who might be doing events of any kind at ACRL to post to the listserv as a little preview for those who are attending. No formal meeting of Chapters Council at ACRL. Ed asked if any questions about ACRL?

9. Ed asked for any other topics:

Kim reported that ACRL Governance Committee met to review 2018 legislative agenda. Made recommendations for revisions for 2019, working to look at history of issues and legislative position is and how it can impact academic libraries. Kim encouraged feedback from state chapters and offered support. Kim's email address is: copenhka@eckerd.edu

Kim also brought up that her email address needs to be updated on the libguide.

9. Asked for feedback on Zoom platform and virtual meeting. Chat responses indicated overall satisfaction.

CHOICE Editorial Board

Editorial Board Meeting Minutes

ALA Midwinter meeting Seattle Washington, January 27th, 2019

Members Present: Diane Klare, Clay Williams, Cindy Blyberg, Lutishoor Salisbury, Zoe Fisher, Jennifer A. Maddox Abbott.

From Choice: Mark Cummings, Deb Villavicencio-Eschinger, Bill Mickey.

The meeting was called to order by Acting Chair Diane Klare at 8:32. Clay Williams was appointed secretary, and the minutes from Annual in June were approved.

Chair Klare ceded the floor to Mark Cummings for his reports.

Mark reported Choice is largely on track, except for advertising since there is the shortfall in the print, which accounts for 47% of the advertising revenue.

Mitigations are the other platforms such as the podcasts and webinars, which are doing well. The licensing revenue is holding u and subscriptions are on budget. The forecast was to have a surplus but we probably won't make it.

Mark discussed the amount of money that goes out, vis-à-vis coming in. Choice is doing well in the sense that it has about 3 MM in net asset balance, but business conditions, especially for small publishers, are very challenging.

For example, we are retreating from OERs, 150 reviews have come in and are posted, but the move toward "free" is not compatible with the business model under which Choice operates.

ccAdvisor has had a slow start, there are 349 institutions involved. The deal with EBSCO will put a new spin on things, the new factor will be aggressive marketing of the product.

Two Choice white papers were the topics of panels at the Charleston Conference, one on open educational resources, the other on marketing library services. The former was also included as an article in *Against the Grain*

The webinars are looking good as well.

Bill Mickey then spoke about the user surveys that were sent out in January: One in print and one digitally, stating that it had been 10 years since this had been done. Discussion followed about where Choice fit in and how it has evolved

Collection Development is still the brand for Choice, there seems to be no getting away from that. 94% of the respondents value Choice, according to the surveys. 29% use other sources as well.

There was discussion regarding the NYRB model and how much the readers use the ads, something not seen with Choice. Faculty are very involved but the timing is not a factor.

There was the discussion of how GOBI and Amazon alerts are a factor, and marketing statistics bear this out.

People did ask for fiction reviews and literature might be considered in the future.

The surveys did show that the non-review material is not used.

The LibGuides did get 50,181 hits.

The surveys also showed that readers want case studies and trends.

The question was asked and discussion followed about involving faculty. There was further discussion of branding, 50% of the print subscribers' use Choice360, no print subscribers listen to podcasts, and only 9% of the digital subscribers do so.

Many institutions have gone to approval plans, the collection development process has changed, how does Choice fit in?

Mark is asking the Board to review their reactions to the survey and discussion followed. If Choice migrates online 400K in revenue would go away, the digital is not a replica of the print magazine.

The final order of business was about meeting face to face only at Annual. This passed unanimously.

The meeting adjourned at 9:59.

Respectfully submitted: Clay Williams, Hunter College in the City of New York

C&RL Editorial Board

Meeting

ALA Annual Meeting in New Orleans

December 3, 2018 at from 1:00pm Central (virtual meeting)

IN ATTENDANCE: Penny Beile, John Budd, Emily Drabinski, David Free, Don Gilstrap, Wendi Kaspar, Cass Kvenild, Erin Owens, Tony Stamatoplos, Brad Warren

AGENDA

- 1) OJS update and Journal Activity – Wendi & David
- 2) LibGuide and other author and reviewer guidance - Wendi
- 3) Social Media report – Ellen (deferred – not in attendance)
- 4) Invitation for guest editorials - Wendi
- 5) Discussion of future directions and leadership – Wendi & David
- 6) Announcements and other business – all

1) JOURNAL ACTIVITY REPORT**Online Usage Statistics (Prepared by David Free, ACRL)**

	January-April 2017 (from old platform)	June 2017-June 2018 (OJS)	January – November 27, 2018 (OJS)
Journal (homepage)	231,942	345,673	254,780
Article (abstract)	179,585	962,887	1,093,658
Issue (table of contents)	49,445	148,983	141,249
Galley (full-text)	258,501	264,579	271,165
Total	760,050	1,722,122	1,760,852

OJS is handling the load fairly well. There are some changes and tweaking that have occurred – and continue to occur – related to:

- A. Author submission forms – making sure that authors are aware of the guidelines and that they are uploading blind manuscripts. The editor has seen a few that have a title page with author information included. Initially, the editor was removing the title page – but there are submissions that have identifying information throughout the manuscript so

recent practice has been to return (“reject”) them to the author for a submission that meets the guidelines.

- B. OJS allows the inclusion of a document to guide reviewers with questions to answers. This has generated a lot of confusion because this is not an input form so reviewers must copy and paste to another document to include their text responses. The editor is working with the OJS SysAdmin at ALA on addressing this issue.

2) LIBGUIDE UPDATE

To provide more context and guidance to authors and reviewers, we will also be working to embed referring links to the LibGuide as well as enhancing it with information.

Beile indicated that additional information may be useful to guide authors, suggesting a tactic she saw AERA employ with the top 5 reasons an article gets rejected. C&RL could review the records of rejected articles to identify advice to authors. Kaspar will pull some of this information together. It might be useful in the LibGuide or as an editorial.

4) GUEST EDITORIAL

The editor offered the opportunity to the Board members to author a guest editorial. There was some interest and interested parties should contact Kaspar directly. The format, topic and content are not limited and the timeline can be negotiated.

It was also discussed that having any future editorial candidates draft an editorial as part of the application packet may be useful. However, there was agreement that they would not be used for publication.

Free summarized the timeline for the search for the next editor. The search would initiate in 2019 with a decision made in June 2019. The term would commence in 2020 with at least 6 months of overlap for purposes of onboarding and training the incoming editor on OJS and the editorial processes.

5) DISCUSSION OF FUTURE DIRECTIONS

- A. Reviewer credit was brought up for discussion, particularly as a way to be more transparent about processes and acknowledge the reviewers’ contributions. This was prompted by an email from one of the reviewers (Erin Owens) to the editor referring to a reviewer credit web site. Several Board members indicated that they had some experience with these kinds of sites and they seemed to provide a useful function. Owens indicated that she had used Publons (<https://publons.com/about/home/>) and Reviewer credits (<https://www.reviewercredits.com/>). She indicated that Publons will take the information from the reviewer while Reviewercredit asks for verification from the editor. There was some agreement that it might be useful to pursue formalizing credit, either through an email referring authors to it or by setting up approvals for it.
- B. CASRAI provides a taxonomy (<http://docs.casrai.org/CRediT>) of author/contributor roles in research projects and papers. This is starting to gain traction as it acknowledges the

disparate contributions of individuals and makes that transparent – useful for evaluations and for tenure decisions. C&RL is considering adopting this taxonomy and requiring authors to use it when describing authorship in their submissions. There was general support for this idea but there will be more discussion on the topic (likely through email or ALAConnect).

C&RL News Editorial Board

2019 Midwinter Meeting Virtual Meeting Minutes

Tuesday, January 22, 2019, 2-3pm Central; 12-1pm Pacific

Present: David Free, Amanda Dinscore, Julie M. Adamo, Laura Krier, Cheryl Middleton, Leo Lo, Cass Kvenild

1. Introductions
2. Adoption of agenda and appointment of recorder, Laura Krier
3. Editor's report and discussion, including:
 - Report posted last week in ALA Connect
 - Plenty of submissions, both unsolicited and in columns with member editors. Association business published.
 - Financially doing well -- \$82K surplus at the end of the year, mostly thanks to classified ad revenue. Thanks to David Connolly, running ALA JobList.
 - Number of subscribers and revenue stayed pretty close FY2017. Mostly what we budgeted. Low number of non-member subscribers, which is what is expected. We raise the subscription rate a few dollars a year.
 - Product and online advertising down a little bit, below projections for 2019. Will continue printing at the same frequency, those this will have to be evaluated in the future if ad revenue continues to decline.
 - Q from Cheryl: Why might these numbers be down? Vendors have smaller ad budgets and are looking at spending differently. People looking for more interactive ways to reach audiences.
 - Online usage/access continues to be high.
 - Q from Amanda: How is the process going on digitizing the back files? Waiting to hear more from partners, need the OJS people to make some changes and then we can start moving content from test to live site. Will migrate five years at a time and do metadata edits. Should be done by ACRL 2019, this April. Most of the work of getting scans and metadata creation is done. 30 or so issues that we didn't have unbound copies of; David will try to crowdsource or find archives for these once existing content is all live.
4. Review of 2018 Reader Survey
 - Launched in June 2018, advertised on ACRL social media. 207 responses; was hoping for more.
 - Most people read it every month; tend to read specific articles of interest; 13% read cover to cover every month. Not many people read just in print (less than 8%), though

print is still “in the mix.” Most people read both online and print. Might inform decisions about whether to continue in print, frequency, etc.

- Framework Column: split responses on how relevant it is. 13% thought not at all relevant, which was surprising.
- International insights column: 49% thought somewhat relevant, only 11% thought extremely relevant.
- Internet resources column one of the most relevant, Scholarly Communication also higher.
- Most member-edited columns considered pretty relevant.
- Lots of positive comments, some good suggestions about things we could cover.
- No one is super excited/committed to the online features that we asked about. Alt-metric data and article usage data not deemed important, which we thought they would. People ask about that, so this response was surprising.

5. Review of the Annual Work Plan

- Survey -- we completed the survey; Amanda and Julie (and maybe Emily) will look more closely at the open-ended responses to code them, determine next steps. Identify topics to cover and outreach to identify potential authors.
 - Possibility to look at columns about equity, diversity, and inclusion in alignment with ACRL priorities.
- Social media presence -- We got a little stalled on this priority. C&RL has Facebook and Twitter; we don't need to duplicate this work, some C&RL News things are highlighted by them. Identified some people to reach out to their social media editor to leverage their platforms more. Nicole said that she would work on this at our last meeting, and David would reach out to Ellen. Amanda will touch base with Nicole and re-start this work.
 - What kinds of things do we want to do with social media? More of our content in C&RL Journal channels? Do we want to try to maintain another set of accounts for these related publications?
 - People do conflate C&RL and C&RL News frequently, which is fine.

6. Annual Conference meeting

- Decision about 2019 Annual Conference meeting (i.e., virtual or face-to-face) -- will continue to meet virtually for our primary meetings. Amanda will send out another Doodle poll a couple of months in advance to schedule our next meeting.
- Informal get-together at ACRL? There isn't formal committee meeting time built into ACRL.

7. Other items of interest

- We can share information about the survey and social media work on ALA Connect, so we can share updates before our next formal meeting and keep things moving.

ACRL Diversity Committee

2018 Midwinter Committee Meeting Seattle

Sunday, January 27, 2019

1:00 pm – 2:00 pm, Grand Hyatt Seattle, Menzies Suite

Agenda

1. Welcome and introductions
2. Agenda overview and call for Additions
3. Announcements and discussion
 - a. Events at [ALA Annual 2019](#) (June 20-25, Washington, D.C.)
 - i. Presentation “The Sense of the Self: How Identity Informs Academic Librarianship”
 - Sunday 1-2pm (in place of the usual meeting time)
 - Hope to have people speak to a range of experience
 - Focus on how who you are influences what you do at work
 - b. [ACRL 2019: Recasting the Narrative](#) (April 10-13, Cleveland, OH)
 - c. [IDEAL 2019: Advancing Inclusion, Diversity, Equity, and Accessibility in Libraries & Archives](#) (August 6-7, 2019, Ohio State University Campus, Columbus, OH)
 - Formally NDLC at UCLA
 - Proposals open for presentations, deadline March 10, 2019
 - Possible proposal from the Diversity Committee
 - d. ACRL Diversity and EDI discussion
 - i. Update on conversations with Board and Committee
 - In association with the ACRL Core Commitment
 - If Div Comm takes over the role of taking charge of that commitment, will need to refocus and restructure
 - Div Comm needs to update their charge & increase membership if they take on a larger role & more work
 - Merging with the Diversity Alliance in the next couple years
 - Will be a priority of the Committee’s work over the next year
 - Alliance will continue through 2020 to make the transition work as the Committee takes over
 - Budgetary/financial support possible from ACRL Board as part of making changes

- Would like to forge connections with other ACRL committees to avoid duplicating work & to coordinate better
 - Right now no method or format for communication decided on, simply trying to make everyone aware
 - ACRL liaison (Allison Payne) suggested a compilation sent to Div Comm of the “EDI question” from all the other committees’ reports
 - Also suggested a Div Comm rep attending some Board meetings w/ section chairs @ Annual & MW
 - Div Comm would like a more direct connection to the board
 - This year Freddy went to SPOS
- No timeline is defined for changes to the committee to become fully effective, but sooner the better?
- Appointments will continue to be 1-year for chair and vice-chair, but there will be an implementation of a past-chair to be 1-year as well. The addition of a past-chair appointment will improve communications and gentle the learning curve
- Committee’s name may be changed to be more in line with the new charge
- Priorities for the Diversity Committee
 - Updating the Diversity Standards
 - Transitioning to take over Diversity Alliance work
 - Redefine the Committee’s work (first two to be voted on by the Board, approved by the committee membership/Freddy)
 - New name: Equity, Diversity, & Inclusion Committee
 - Add vice-chair position
 - Charge language proposed by the Board - this will not be voted on this Midwinter meeting because it is such a major change
 - Organize the Div Comm presentation at Annual
 - Derrick willing to moderate (worked on a book about auto-ethnography)
 - Focus is to celebrate diversity and have it be a positive, celebratory, cross-generational exchange of ideas, experience, & solutions
 - What does the Committee need?
 - More members!
 - Financial support/budgeting (maybe)
 - More clarity as to the Board & staff liaison’s responsibilities towards the EDI committee

4. Subcommittees Check-in

- Most focus has been on the general committee’s changes, so will go back to continue working in all existing responsibilities
- Diversity Standards subcommittee update
 - Trying to consolidate the documentation
 - Using ALA Connect is going well
 - Need to aggregate the pre-Connect documentation
 - Right now, ALA Connect is only accessible to committee members
 - This may change, some parts of the group will become public

- Applications to join committees is February 15th

5. Next virtual meeting

a. Plan for a Spring Virtual Meeting

- Generally we have two virtual meetings/year
- Spring meeting in a couple months, no date set yet
- Doodle will be used to coordinate the meeting

6. Comments/Questions

- Any ideas for an IDEAL'19 proposal?
 - Feedback/place to collect ideas and thoughts about what EDI means?
 - Session to discuss the concept of how PoC are put on the spot as “representatives” of their identity and of EDI work
 - Not all PoC *want* to do EDI work
 - PoC may get burned out from participating in many EDI projects/group plus completing their own work assignments

Government Relations Committee

Meeting Minutes

November 27, 2018 11 am (CST)

Via Conference Call

Members present: Kevin Baggett, Amy Bush, Dani Cook, Jeremy Darrington, Bethany McGowan, Joyce Ogburn, Marie Seymour-Green, Duncan Stewart, Kevin Walker, Kara Malenfant (Staff Liaison)

I. Approval of draft minutes from September 14, 2018

II. Annual Meeting Request

The committee discussed whether or not to meet face to face at the ALA Annual Meeting. Usually, the committee's work is completed before the summer, but just in case the committee would like to meet a room and time will be reserved.

III. Legislative Agenda – pre-work

The committee went through the 2018 Legislative Agenda and decided which issues should be carried forward into 2019 either as a watch list item or a main agenda item. These issues will be monitored by an assigned committee member who will give an update on that topic in the January meeting.

Issue Continuations:

- a. Federal Funding- Kevin B
- b. Net Neutrality- Kevin B
- c. DACA- Amy
- d. FASTR- Joyce
- e. Education Department issues (financial aid)- Bethany
- f. Open Government Data- Jeremy
- g. FDLP funding- Kevin W

New Issue:

- h. For-profit colleges- Duncan

New potential issues will be solicited from ALA and ACRL committees within the next few calendar months. New issues may emerge when the new Congress takes its seat in January and the committee will vigilantly keep an eye on these potentials.

Meeting adjourned 11:37am

Minutes submitted by Kevin Baggett

Information Literacy Frameworks and Standards Committee

Virtual Midwinter Meeting - Minutes

6 Feb. 2019 2-3pm EST

Attendees: Amanda Hess (Chair), Caitlin Plovnick, Cynthia Orozco, Jason Dupree, Lorna Dawes, Sarah McDaniel, Mary Jane Petrowski (staff liaison), Sara Davidson Squibb, Susan Avery

Actions Summarized:

- Ask the group(s) assigned, if they are willing to present at the virtual forum in May. (liaisons ask groups who have been doing work; Lorna will ask her group)
- Provide forum details to ILFSC committee members. (Amanda)
- Check in with [groups](#) by mid-April to let them know about the forum. (ILFSC committee members)
- Confirm when the Checklist/Tips addressing the ACRL EDI initiative will be shared with the larger ILFSC committee for comment. (Caitlin)
- Send out the links to Non-Disciplinary Tips and Checklist documents for additional comment. (Amanda to ILFSC)
- Comment on the Non-Disciplinary Tips and Checklist. (ILFSC committee members, if desired by Friday, March 8th)
- Arrange meeting of Non-Disciplinary sub-committee members to confirm document changes. (Amanda)

1. Introductions

2. Update on the 2018-2019 Work Plan

https://docs.google.com/document/d/1PrIs1bJHnDrWc52vHSxL7OIJzZI_x0f_2vLcQRfvwnY/edit

A. Goal: "Host either a forum at ALA Annual 2019 or a virtual webinar/session for groups updating or creating information literacy companion documents." (pg. 9 of workplan)

- Plan to hold a discussion forum in May 2019
- Looking for groups to present at this session re: how they have engaged with the process of developing/reviewing discipline-specific or non-discipline-specific IL documents.
- Presenters would have 10-15 minutes to discuss their process and then be available for questions.
- See potential groups <http://acrl.libguides.com/c.php?g=636310&p=4459588>
- Health Sciences Interest Group & Education & Behaviors Sciences Sections Instruction for Educators Committees are willing to participate. (Amanda as liaison). Education and Behaviors Sciences Section Communication Studies Committee may be willing to participate. They are interviewing journal professional, using the Delphi method etc. Lorna as liaison will be in contact.

Actions:

- Ask the group(s) assigned, if they are willing to present at the virtual forum in May. (liaisons ask groups who have been doing work; Lorna will ask her group)
- Provide forum details to ILFSC committee members. (Amanda)
- Check in with groups by mid-April to let them know about the forum. (ILFSC committee members)

B. Goal: “Identify concrete ways that ILFSC can support ACRL’s equity, diversity, and inclusion initiative in its supporting procedural documents and committee members’ actions.” (pg. 13 Workplan)

EDI Initiative – SubCommittee Update (from Caitlin)

Emily, Lorna, Cynthia, Sarah McDaniel, Caitlin, Susan

- The group met in January and followed up with a comment period.
- Looked at existing documents and checklist to see where they may be ties in to EDI.
<https://docs.google.com/document/d/1ZuvNum0CjFCczW8IAN9TrpvJ5qLYH2CbK7Fen1Zk7Bw/edit>
- The group is going to meet again. Following this meeting, Caitlin can provide more details about a timeline for comment by the larger ILFSC committee.
- Mary suggested that Immersion faculty might be interested in the document even though they focus more on process.

Action:

- Confirm when the Checklist/Tips addressing the ACRL EDI initiative will be shared with the larger ILFSC committee for comment. (Caitlin)

C. Goal: “Develop criteria for reviewing non-disciplinary companion documents for the ACRL *Framework for Information Literacy for Higher Education*.” (pg. 11 Workplan)

Non-Disciplinary Documents – SubCommittee Update (Amanda)

Amanda, Sara, Jason, Lesley

- Tip Sheet:
<https://docs.google.com/document/d/1N3va2xJzK3mv6wrt1pqiPNG3UGzCDqedsP2wSxXkXaU/edit?ts=5c547f9a>
- Checklist: https://docs.google.com/document/d/132PoiT6pIZ_m2VGKyBsGX5s6a-hA1xLI4cFSSRPCzQA/edit
- A more bounded task than the EDI initiative
- Sub-committee has done work virtually
- Comments have been made; some areas still require consistency
- Mary provided information needed to clarify #2 for *Checklist Content for Non-Disciplinary Companion Documents*.
- Details: Let the ACRL Executive Director that the group will be submitting an ACRL Board Action Form. The Director an ensure that this is placed on an agenda or scheduled for a virtual vote. The group will need to complete the ACRL Board Action Form paperwork and this would be submitted to the Program Officer who is the staff liaison to the board.
- Sub-committee will re-convene to firm up documents.

Actions:

- Send out the links to Non-Disciplinary Tips and Checklist documents for additional comment. (Amanda to ILFSC)
- Comment on the Non-Disciplinary Tips and Checklist. (ILFSC committee members, if desired by Friday, March 8th)
- Arrange meeting of Non-Disciplinary subcommittee members to confirm document changes. (Amanda)

Sara DS
6 Feb. 2019

Leadership Recruitment and Nomination Committee

Virtual Midwinter Meeting minutes

2/11/19

1. Chair reminded everyone to take a look at the spreadsheet and think about any last minute noms we'd like to add, especially thinking about diversity in terms of the people, but also in terms of the types of institutions they are at. Noms are due by 2/15.
2. Chair reminded everyone about our charge: to choose two candidates to stand for office of ACRL VP/Pres Elect, and 4 candidates for Director at Large.
3. Chair reviewed the timeline: we are nominating for a few more days, then we will meet again to review the updated spreadsheet. We will try to choose and rank people we want to ask to run by the end of March, and Chair will then contact those folks one at a time to get agreement from them to run.
4. We took a first pass at the spreadsheet. It was noted that we have some issues with many of the nominees not having been on the Chapters Council or ULS, so chair is going to ask Megan Griffin about this. Chair is also going to ask Megan if there's any way to make a column in the spreadsheet noting a nominee's involvement with any diversity committee, org, etc to get a sense of their strength in these areas.
5. We shared names of nominees who we have had a personal experience with or who we know of in a positive way and started making a list of possible candidates. Chair encouraged everyone to research these folks to see what they can learn about them if they do not know them, and this is how we will all start to think about ranking. Chair will make note in the spreadsheet of those names mentioned in today's meeting.
6. We will have another meeting soon to take another pass at the spreadsheet and make sure we have a list of folks to send back out to committee for ranking.

ACRL Membership Committee 2019 Midwinter Meeting Agenda
January 18 12 pm - 1 pm Central

Present: Brady Lund, Jodie Borgerding, Dawn Behrend, Ed Rock, Heidi Steiner Burkhardt, Katie Gibson, Rachel Minkin, Jeanne Davidson, Mary Jane Petrowski

1. Introductions
2. Updates from Mary Jane
 - a. December membership stats - overall exactly the same place we are a year ago. This can be attributed to upcoming ACRL conference.
 - b. We are in the second year of three year pilot project to offer LIS students a reduced membership of \$5. Student membership is over 1,000. We will look at preliminary retention and conversion rates for students, which will happen later in January
 - c. Project that ACRL and PLA and Diversity Office (has new name) proposal to revive the ALA/APA Salary Survey and add in an equity, diversity, inclusion (EDI) component. Doing market research to see what is collected at state level, vendor perspective, etc. Business plan done by spring to take to the Boards. If everything goes as planned, we are looking at FY20 launch.
 - d. Will be holding focus groups at the ACRL conference. The groups will focus on LIS student, general membership to explore an EDI issue, and library directors to talk about the Salary/EDI survey.
3. Status Update on Projects
 - a. Get Involved Webinar - Jodie Borgerding
 - i. The new date of the first part of December works well and does not conflict with finals.
 - ii. For 2019 planning, keep in mind that Thanksgiving is late in 2019.
 - b. ACRL Conference Buddy Program - Heidi Steiner Burkhardt
 - i. Heidi got in touch with Katie and Jodie about past buddy programs and sent a check in email to the team. Promotion of the program will start after ACRL conference early bird registration closes. The program will be limited to 75 people at first and may be extended if we get more mentors.
 - c. ACRL Conference 101 Webcast and In-Person session - Katie Gibson
 - i. The team met a couple of times to plan out who is doing what. Katie is updating the slides and lining up speakers for the online session. Heidi doing the same for the in-person session. They have reserved the online session dates reserved with Elois. Mary Jane added the materials from the 2015 presentation. The team is thinking about conducting a first time attendee survey to get an idea for content.
 - ii. Mary Jane could use committee help setting up banners at the in-person session.
 - iii. Session is Wednesday evening at 7-8 pm
 - d. ALA Conference 101 Webcast and In-Person session - Dawn Behrend

- i. Dawn has agreed to be the project manager. She reached out to Katie and Jodie about previous ALA Conference 101 sessions. She is also coordinating with Heidi and Katie about coordinating any possible overlap and duplication between the two sessions.
 - ii. We had a discussion about the viability of the ALA 101 in-person session since attendance has decreased over the years. Previously, a full breakfast was served, but it became too cost prohibitive. We felt that the session was still valuable for current and prospective ACRL members attending ALA Annual.
 - iii. We need to provide some sort of incentive to bring people in. Ideas brainstormed included serving a continental breakfast, a full breakfast, attendance prizes such as an ACRL membership, ACRL conference registration, or books from ACRL Press.
 - e. Academic Librarian Positions Webcast - Jodie
 - i. The planning group met and developed an outline for our speakers to go from. We brainstormed possible speakers and Jodie will reach out to them.
 - ii. The webcast will be held February 21. Rachel will be the moderator since Jodie has a conflict.
 - iii. A rehearsal will be held February 13.
4. New Business - None

Publication Coordinating Committee

Meeting minutes from January 14, 2019 Conference Call (11am CST)

Roster & Attendance on PCC call:

Cassandra Kvenild (Chair, July 1, 2018, to June 30, 2019)
Ms. Kristen Grace Totleben (Vice-Chair, July 1, 2018, to June 30, 2019)
Dr. John M. Budd (Member, July 1, 2018, to June 30, 2020)
Julia M. Gelfand (Member, July 1, 2017, to June 30, 2019)
Emma Molls (Member, July 1, 2017, to June 30, 2019) - absent
Joyce L. Ogburn (Member, July 1, 2017, to June 30, 2019) - absent
Gesina A. Phillips (Member, July 1, 2017, to June 30, 2019) - absent
Ms. Kristen Grace Totleben (Member, July 1, 2017, to June 30, 2019)
Neal Baker (Ex-Officio Member, July 1, 2017, to June 30, 2019)
Amanda Dinscore (Ex-Officio Member, July 1, 2017, to June 30, 2019)
Ms. Georgie Lynn Donovan (Ex-Officio Member, July 1, 2018, to June 30, 2020)
Dr. Amanda L. Folk (Ex-Officio Member, July 1, 2018, to June 30, 2020) - absent
Mr. John Garrison (Ex-Officio Member, July 1, 2018, to June 30, 2019) - absent
Wendi Arant Kaspar (Ex-Officio Member, July 1, 2016, to June 30, 2019)
Mr. Daniel Clark Mack (Ex-Officio Member, July 1, 2016, to June 30, 2021) - absent
Dr. Richard Saunders (Ex-Officio Member, July 1, 2017, to June 30, 2020)
Rebecca Miller Waltz (Ex-Officio Member, July 1, 2016, to June 30, 2019)
Cheryl A. Middleton (Board Liaison, July 1, 2018, to June 30, 2019) - absent
Mark Cummings (Staff Liaison, July 1, 2018, to June 30, 2019) - absent
David Free (Staff Liaison, July 1, 2018, to June 30, 2019)
Erin Nevius (Staff Liaison, July 1, 2018, to June 30, 2019)
Eric Kidwell
Anne Marie Casey
Neal Baker – absent

Meeting was convened by Cass Kvenild, Chair

Review of Agenda; Call for Note Taker – Julia volunteered.

1. Introductions and welcome to the ACRL/ LLAMA Interdivisional Academic Library Facilities Survey Editorial Board – a new membership component of PCC – an explanation of what this Board will address was given by co-chairs, Anne Marie Casey and Eric Kidwell: the survey is to be conducted in 3 phases: 1) academic library buildings; 2) changes/renovations to existing buildings; 3) what in on future horizon. Output of survey may lend to a future publication. Will hold an open session at ALA MW on Sunday afternoon and encourage attendance.
2. Editors' Updates (editors will share their full written updates in Connect; this agenda item allows for brief summaries/ highlights from the editors and any questions or discussion about the content of the editors' reports)

Cass reminded all on the call about the PCC 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.

The composition of the membership, was noted including ex-officio status, editors, ACRL staff, Members-at-Large.

Very brief updates were shared with fuller reports to be posted to ACRL Connect.

- a. RBM – planning a thematic issue on appealing to non-traditional content – asked that the call be distributed throughout ACRL and other relevant groups
- b. C&RL News – conducted a readers’ survey in Fall 2018; working on backfiles project
- c. C&RL – investigating CASRAE adoption – a publishing taxonomy that promotes transparency in all aspects of publication generation and supports peer review and the submission process
- d. ACRL Books – 8 books released in 2018, another expected in Feb; all frontloaded for ACRL National Conference in April

3. Updates and Announcements

- 1. 2019 ALA Annual program proposal update – submission was rejected; short discussion of how increasingly competitive process is and other strategies to employ for greater success including alternative plans to promote publishing through ACRL avenues including webinars & eLearning efforts; utilizing ACRL Presents via YouTube. Lots of interest expressed for options throughout the year. Strong consensus about developing programs and Kristen volunteered to investigate offering a webinar.
- 2. 2018-19 PCC work plan review – Cass reviewed conference proposal submission process of the past and how best to diversify editorial board memberships; how to best onboard new members to PCC – volunteers sought to contribute to that process. Julia volunteered.
- 3. PIL & C&RL open review updates – open review trial went well, moreorless an organic adoption is expected but shockingly no takers to date; Going forward need to develop different ways to identify ways to implement; Anne Marie suggested how to pilot manuscripts. An example was visualizing the framework for information literacy and more invitations will be forthcoming for open peer review opportunities.

4. PCC members whose terms expire are eligible for one reappointment but must submit paperwork by deadlines to volunteer for another term.
4. Discussion on history and current process for upcoming virtual votes for board appointments

David Free shared process and calendar reminding us that forms for volunteers are issued in early/mid February. Usually performed as a virtual vote via ACRLConnect. They are then sent to editors to review and to seek a compliment of diversity, geography, types of libraries, so that a well rounded editorial board is appointed; PCC can ask questions and usually votes (all but ACRL employees) on full slate which is not often controversial. There may be different strategies across publications. Wendy addressed how long-range mentorship is advantageous.

5. Discussion and vote: Does the PCC recommend reappointment to a second term for Wendi Kaspar as editor of C&RL?

Quorum present so moved to vote after several members addressed positive experiences with Wendi during her first term. Unanimous vote by acclamation reappointing Wendi Kaspar to second term as editor of C&RL. Moved by Julia and seconded by Richard.

Adjournment at 9:54.

Future dates & deadlines:

February 2019 – PCC reviews candidates for editorial board memberships and conducts virtual vote

April 11-14, 2019 – ACRL National Conference, Cleveland

June 27 – July 2, 2019 – ALA Annual Conference, Washington, DC – there will be a PCC meeting

Recorded by Julia Gelfand (jgelfand@uci.edu)

RBM Editorial Board

telephone conference minutes

Wednesday, 16 January 2019, 12pm CST

DRAFT

Meeting opened 12pm CDT. Editor Richard Saunders called a roll:

Present on the call:

Megan Barnard, Amy Cary, Amy Chen, Meredith Evans, Pam Hackbart-Dean, Matthew Knight, Jeff Makala, Melissa McAfee, Jennifer Sheehan, Richard Saunders

Ex officio members: David Free

Not present on call:

Jocelyn Karlan, Martha Lawler, Erin Ellis, Erin Nevius, Irene Herold, Mary Ellen Davis, Dawn Mueller

Discussion (from agenda):

Jennifer Sheehan mentioned she had been missed on the attendees of the meeting. Saunders will correct the omission. [I forgot about approving minutes of the last meeting]

1) *The age-old concern of recruiting submissions*

Saunders mentioned that he had attended the two previous RBMS meetings, handing out business cards as editor and personally soliciting submissions from presenters and new attendees. Despite the effort, there has not yet been a submission resulting from that personal contact. He noted that the spring issue is presently vetting a third article, but an idea was raised about a roundtable of short pieces dealing with the present closure of federal cultural institutions. A question was raised about turn-around time and writing thoughts. Saunders noted that with the fall issue being thematic, the earliest it could appear would be next year, which loses the timeliness of the topic. A suggestion was made that writers could comment on: key takeaway, impact, ethical concerns incident to the closures. Saunders will work with Evans to plan a suitable article/essay.

2) *Update on special issue: minority/underserved-population collections challenges*

Saunders mentioned that several queries have been received to date, but thus far no submissions. Being still early he is not yet worried about filling out the issue. Karlan mentioned that the Scholarships Committee opted not to send submission invitations to the scholarship applicants, which would have added a deadline to the already tight schedule. The announcement will be sent to the awardees to pool of scholarship awardees.

3) *Relative merits of a title change*

The editor raised for a second time the question of the journal being not well known, possibly related to its title being an abbreviation, and asked for board input. General concern was if not *RBM*, what might we change to? Cary expressed uncertainty about what might be gained from a

title change. Chen agreed that there was probably not much to recommend it. Karlan noted that title changes create challenges for discovery and updating records in library systems. She proposed that the problem is in raising the journal profile. Sheehan [I think] suggested that the virtue in emphasizing the “cultural heritage” section of the subtitle. There is not much in the way of content on that facet and doing so would prospectively encourage readership from the public history and museum disciplines. Without a vote, a consensus was expressed by acclamation to leave the title as it is and work on increasing the journal’s visibility.

4) *Enlarging scope for book reviews; sources?*

Saunders asked for input and solicited potential new sources for review books. Review editor Cary explained the broadly inclusivity scope already, noting that a more pressing problem is to get reviewers to delivery timely. Open calls for reviews generally gets good responses. She was asked if reviews were limited to monographs only. SAA reviewed websites, difficulty to be timely. McAfee suggests exhibit catalogs . Art Library Society of North America (ARLIS/NA) another potential source. Possibly commercial primary-source databases as well.

5) *Board input, discussion*

Board members expressed no concerns with the journal or its direction, beyond compliments to those who keep it going.

Next meeting: virtual conference 10 July 2019, noon CDT.

RCL Editorial Board

Meeting Minutes 12-10-18 (9:00 AM, PST)

Location: Adobe Connect, online

Attendees: Neal Baker (chair), Mark Cummings (Choice Editor & Publisher), Anne Doherty (RCL Project Editor), Tod Colegrove, Alice Daugherty, kYmberly Keeton, Tamera Race, Tim Ream

Appointment of Secretary

- Tim Ream volunteered to serve as secretary for the meeting.

Introductions

Project Report

- 97,000 titles total
- Add 3,000 to 4,000 titles per year is the current trajectory
- Will reach 100,000 soon
- RCL Career Resources numbers are holding steady
 - Need to weed these and keep titles just recent
- 90 percent return rate on peer review history + area studies
- peer reviewers voted to keep current history + area studies structure
- feedback from community college librarians is that current titles are needed that focus on workforce preparation
- coming up on 50th bibliographic essay in series

Editorial Deadlines and Projects

- Clean up projects coming up

Editorial Openings

Subject Editor Survey

- 97 percent of responders satisfied or very satisfied
- 3-year review cycle is reported as appropriate (76 percent approval)
- Majority (50 percent) would like monograph-focused collection
- 70 percent would like to keep subject-focused approach

Marketing sales and production

- Updated style guide, *Choice* outreach
- *Syndetics Unbound* element released in RCL database
- BBAS reboot (can load library collection and compare against RCL collection)

Financial Report

- *Proquest* does almost all marketing and sales
- royalty income decreased (due to Intota Assessment termination)

- Subscription revenue returned to average rates last year
- Predicting flat to slightly above subscription levels
- *Proquest* performance has direct impact on RCL financials

Discussion Topics

Recruiting peer reviewers

- Trying to get 40 reviewers
- Members should make recommendations regarding reviewers
- Equity and inclusion should be considered when making reviewer recommendations
- Mid-April is deadline for recommendations
- A member recommended contacting library directors for reviewer recommendations; another mentioned that reaching out to community college Deans is difficult because they manage so many different departments
- Approaching reviewers with focus on tenure/cv development can be an effective strategy, as well as relying on professional networks

Database Testing

- Feedback is due in advance of ALA Annual meeting
- Required to use RCL for 60 minutes
- A member recommended using RCL for regular collection development duties to complete testing
- A member asked if we could share the user name/pw with colleagues; RCL project editor recommended setting up an institutional trial and reserving this account for board member testing only.
- A member recommended the CA Community College Librarians database testing/review website as a resource for database testing: <https://cclibrarians.org/consortium/reviews>
- We can send any product recommendations to *Proquest* for further consideration
- The usability prompt can help guide your database testing and your feedback
- Either email to Project Editor or using the provided folder (ALA Connect) is fine for feedback
- ALA Annual (June 23rd, 2019) in Washington, DC
- RSVP to Anne or Neal (board chair) if you'll be able to attend ALA Annual



**Association of College and Research Libraries
Research and the Scholarly Environment Committee (ReSEC)**

ALA Midwinter Conference Meeting
2019 ALA Midwinter Meeting
Sunday, January 27, 2019
8:30am – 10:00am
WSSC – TCC-Chelan 4

Attendees:

Yasemeen Shorish, Nathan Hall, Kara Malenfant, Mel DeSart, Pamela Lach, Steven Harris, Cynthia Orozco, Lori Critz, Paul Bracke, Mary Galvin, Jessica Clemons, Wayne Bivens-Tatum, Erin Nevius, Beth McNeil

Joining via Zoom:

Abigail Goben, Allison Langham-Pudrow, Charlotte Roh, Amy Nurnberger, Philip Herold, Isaac Gilman

Guests: Kim Henze, Cari Didion, Sheila Garcia, Joyce Ogburn

Minutes

1. Preliminaries (Yasmeen Shorish, Nathan Hall) 8:30 – 8:40
 - a. Introductions
 - b. Agenda overview
 - c. Fall 2018 call minutes reviewed and approved

2. Emerging Leaders Announcement (Nathan Hall, Jessica Clemons) 8:40 – 8:45

Emerging Leaders group selected. Teresa Shultz, Cari Didion, Sheila Garcia, and Kim Henze. The group will develop use cases for how different communities can approach and use the agenda. Team has kicked off. Wraps up at Annual 2019. Team's communication and meeting plan has been made. Team has already observed and begun to understand the ways broader community is engaging with Research Agenda online draft for comments.

3. Board meeting update (Yasmeen) 8:45 – 8:50

Board received status updates on RESEC's various initiatives and business. Board is excited about EL project. Lauren Pressley and Mary Ellen Davis offered congratulations and positive reinforcement

4. Scholarly Communication Discussion Group / ACRL-SPARC 8:50 – 9:00
Forum debrief (Mel DeSart, Lori Critz)

Great panel. Very well received. Unfortunately, time was contracted down to an hour, so there was less time for Q&A after the 3 panelists. Agreed that the Scholarly Communication Discussion Group on Sunday should continue the theme of the ACRL/SPARC Forum on Saturday, given the shorter program.

ARCL/SPARC Forum included Leslie Chan (U of Toronto Scarborough), Ashley Farley (Gates Foundation), Kristin Ratan (Collaborative Knowledge Foundation). Ashley and Leslie continued their conversations at the SCDG.

The scholcomm list has been mostly productive and collegial. Code of Conduct will be informally reviewed.

Discussion about News You Can Use session at Annual

5. Research Agenda update (Yasmeen Shorish, Kara Malenfant, RAWG) 9:00 – 9:30
- a. Received feedback from Washington Office, various caucuses. Synthesized public comments and RAWG comments. Lots of input from distributed communities,
 - b. Erin Nevius delineated production process: She receives copy, then it goes through grammar and style editing, Then back to researchers and RAWG to make sure nothing important was cut. Then Erin oversees typesetting and layout. Then published as an open access e-book and sent to printer, hopefully all complete by ACRL Conference in April. Print book goes through approval plan at about 100 libraries, sold through Amazon, Baker & Taylor. ACRL ED and President will write forward. It will go through ACRL distribution and promotion channels, and distributed to bloggers who will review, critique, and promote it.
 - c. Erin has requests for RAWG to do webinar series and other ways to promote it.
 - d. EL Group will develop their plans for implementation.
 - e. Pam and Wayne will promote it in Scholcomm column in *ACRL News* in July/August. Discussion about who may author that column: researchers vs Lauren P. vs EL Group, vs RAWG, vs Yasmeen and Nathan. And It could/should cover ethical considerations and how this is a different kind of Research Agenda, appropriate to 21st century. Joyce Ogburn happy to help provide perspectives on decisions that went into original research agenda in 2004
 - f. ACRL Conference will have *Chairs Choice* session. It will also be promoted at Library Publishing Forum in an accepted session there, as well as at ALA Annual in the Scholarly Communication Discussion Group. It has been submitted for review in programs at additional conferences
 - g. Discussion about Value of Academic Libraries research grants and their working group process and model for distribution.
 - h. Volunteers for grants subcommittees - Isaac Gilman, Mary Galvin, Cynthia Orozco volunteered. Kara will help with Doodle polls and other logistics. Yasmeen will put out additional call for volunteers via email.

6. There will be an additional call for volunteers for Scholarly Communication Roadshow presenters from broader community, as some of the existing presenters are stepping down. Need additional members of Selection Committee to get new presenters. Abigail and Amy have volunteered. Yasmeen will reach out to Will as well.

7. Updates from the domain 9:30 – 9:50
 - a. ARL (Judy Ruttenberg, Prog Dir for Strategic Initiatives and Krista Cox)
 - i. IDEAL Conference in August. Registration opens Friday.
 - ii. ARL is working with University Presses in TOME project which helps provide funding to make scholarly monographs in social sciences and humanities open access
 - iii. Research Data Management
 - iv. Advancing implementation of data sharing with ..
 - v. ARL focused on a few policy issues, including;
 - vi. Legislation and court cases affecting research libraries
 - vii. Copyright, net neutrality, privacy, accessibility
 - viii. Congress is reviewing privacy issues, and there may be legislation this year
 - ix. Releasing issue on library data privacy on Mar 15.
 - x. 4 articles, one by Cliff Lynch on institutional best practices for data collection and connections to student learning outcomes, one by a Canadian contributor, and some for NYPL on public research libraries and patron data
 - xi. US implementation guide on Marrakesh treaty
 - xii. Code of Best Practices for Software Preservation, (endorsed by ACRL). ARL will release several resources to help people understand and use the Code.

 - b. SPARC (Nick Shockey, Dir of Programs & Engagement; Nicole Allen, Dir of Open Education; Joe MacArthur)
 - i. Open Access Button
 - ii. Redesigned workflow for ILL
 - iii. Simplifying self-archiving for authors
 - iv. Nicole – Open Education Leadership program continuing this year with 3rd cohort. Full curriculum is openly released and adopted by parallel Canadian institution
 - v. Will put out resources on arguing why open is good, (beyond free),
 - vi. Working at federal level on open textbook pilot, seeking federally funded grant text book program.
 - vii. advocating for student data privacy
 - viii. promoting state level amendments as well for student privacy
 - ix. Good news - passage of Open Gov. Data Act.
 - x. Analyzing strategies for next legislative efforts (such as FASTR, etc.)
 - xi. Work on open research infrastructure,
 - xii. Big Deal Cancellation community of Practice . Provides information on institutions that have walked away from big deals and offering info on other institutions considering the same

- xiii. National Academies is working on a series of roundtables starting at end of Feb to examine realigning incentives with institutional missions
- xiv. Working on 2019 Open Con
- xv. OSTP leadership installed. Kelvin Droegemeier. He's potentially a great partner for continuing conversations

8. Wrap up (Yasmeen Shorish) 9:50 – 10:00
- a. Reminders about subcommittees that need committee input
 - b. Committees need filling
 - c. New discussion group leaders needed to be installed by July 1
 - d. Mary discussed web site needs re: what specifically to promote, and how to organize them. They will send out an email to committee members to review content
 - e. Steven H provided update on open data work and where it is with standards committee. Now reviewing 2nd draft
 - f. Reminder to fill out volunteer form if you need to renew your membership.

Standards Committee

Virtual Midwinter Meeting Minutes

February 6, 2019

Meeting Notes

Nancy gave an update on ACRL Framework for Academic Librarian Employment and Governance Systems in ALA Connect.

Scott gave an update on the ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries. He placed a report in ALA Connect.

Jennifer gave an update on the Guidelines for University Library Services to Undergraduate Students. Updated notes in the tracking spreadsheet.

Amanda Hess, Chair of IL Competency Standards for Higher Education. No new updates. Groups are working.

Amanda Xu gave an update on Diversity Standards: Cultural Competency for Academic Libraries. Jan 16, she contacted the Chair of the Racial & Ethnic Diversity Committee. Updated notes in the tracking spreadsheet.

Willie did not know he was liaison for the Guidelines on Collective Bargaining. He noted that he will reach out to the Personnel Administrators & Staff Development DG.

Work Plan

Kim encouraged the committee to share how everyone is completing work this year and track ongoing progress for the ACRL Work Plan.

Kim will send out a poll in about two weeks.

Student Learning & Information Literacy Committee

Meeting

January 27, 2019

1:00-2:00 (Pacific Time)

Grand Hyatt Seattle, Douglas Boardroom

Seattle, WA

Attendance

Present (in-person): Elizabeth Galoozis (Chair), Nicole Brown (Vice Chair), Margaret Gregor, Cara Berg, Alex Hodges, Melissa Mallon, Maryam Fakouri

Present (virtual): Meg Meiman, Donna Witek, Sara Miller, Quetzalli Barrientos, Christopher Sweet, Robin Brown, Maura Seale

Agenda

1. Welcome & Introductions (Galoozis/Brown) (5 minutes) [1:00-1:05pm]
2. Activity: Re-envisioning our Work Plan to align with [revised goal and objectives](#) [1:05-1:35]
 - a. Introduce logistics and divide into two groups: one in-person and one virtual (Galoozis)
 - b. In groups, identify themes and initiatives based on [survey responses](#) in packet
 - i. Themes included: professional development; developing common language around equity, diversity, and inclusion (EDI); working with other ACRL units such as Diversity Standards and Immersion
 - ii. Possible initiatives included: inviting experts to collaborate on professional development, developing an OER-like resources about EDI and student learning/information literacy, connecting with regional and state initiatives on similar topics
 - c. Discuss initiatives (facilitated discussion):
 - i. Which initiative would have the most impact?
 - ii. Which would be easiest to achieve? Most difficult?
 1. Concerns noted included: being careful not to replicate what already exists, connecting to organizational development expertise for change management and teaching and learning, cost of online workshops vs. in-person workshops; making sure resources are available to those who don't belong to ACRL
3. Large group report back and discussion (Galoozis/Brown) [1:35-1:50]
 - a. Highlights from today's *Framework Professional Development* program: participants (about 15) reflected on the same questions around the committee's new goal
4. Next steps: Multi-Year Work Plan to be revised [1:50-2:00]
 - a. New multi-year work plan will be refocused and revised in light of all of these discussions



Association of College and Research Libraries
Value of Academic Libraries Committee

Midwinter Meeting
Saturday, January 26, 2019 8:30am Pacific
Duration: 1.5 hours

Meeting Details:

Meeting Name: Value of Academic Libraries Committee Meeting
Date: Saturday, January 26, 2019
Time: 8:30AM-10:00AM PST
Location: Grand Hyatt Seattle, Blewett Suite

Committee Roster:

***Holly Mercer** (Chair, July 1, 2018, to June 30, 2019)
***Jill Kristine Becker** (Vice-Chair, July 1, 2018, to June 30, 2019)
***Emily J. Asch** (Member, July 1, 2017, to June 30, 2019)
Ryan F. Buller (Member, July 1, 2018, to June 30, 2020)
***Mr. Shawn P. Calhoun** (Member, July 1, 2018, to June 30, 2019)
***Mrs. Virginia Alexander Cononie** (Member, July 1, 2017, to June 30, 2019)
***Erin Finnerty** (Member, July 1, 2018, to June 30, 2020)
Ms. Amanda L. Folk (Member, July 1, 2018, to June 30, 2020)
Melissa E. Jadlos (Member, July 1, 2017, to June 30, 2019)
Ms. Jennifer Jarson (Member, July 1, 2018, to June 30, 2020)
Mr. Christopher Donald Marcum (Member, July 1, 2018, to June 30, 2020)
Stephanie Mikitish (Member, July 1, 2018, to June 30, 2019)
***Lisa T. Nickel** (Member, July 1, 2018, to June 30, 2020)
Mary Kathleen O'Kelly (Member, July 1, 2017, to June 30, 2019)
Dr. Megan Jane Oakleaf (Member, July 1, 2018, to June 30, 2020)
Mr. Joseph Pirillo (Member, July 1, 2017, to June 30, 2019)
Dr. Farzaneh Razzaghi (Member, July 1, 2018, to June 30, 2020)
Dr. M. Brooke Robertshaw (Member, July 1, 2017, to June 30, 2019)
John Siegel (Member, July 1, 2018, to June 30, 2020)
***Jill Sodt** (Member, July 1, 2017, to June 30, 2019)
Ngoc-Yen "Yen" Tran (Member, July 1, 2018, to June 30, 2020)
Mrs. Brooke Troutman (Member, July 1, 2018, to June 30, 2020)
Amy Wainwright (Member, July 1, 2018, to June 30, 2020)
William Shane Wallace (Member, July 1, 2018, to June 30, 2020)
Michael Whitchurch (Member, July 1, 2018, to June 30, 2020)
***Dr. Holt Zaugg** (Member, July 1, 2017, to June 30, 2019)
***Lisa Janicke Hinchliffe** (Ex-Officio Member, July 1, 2016, to June 30, 2019)
Eric Resnis (Ex-Officio Member, July 1, 2017, to June 30, 2020)
***Emily Daly** (Board Liaison, July 1, 2017, to June 30, 2019)
***Sara Goek** (Staff Liaison, July 1, 2018, to June 30, 2019)
***Kara Malenfant** (Staff Liaison, July 1, 2018, to June 30, 2019)
*present

Agenda:

- I. Roll call, introductions, welcome to in-person and virtual attendees
- II. Agenda Review
- III. Chair/Vice Chair Updates
 - a. Invitation to current committee members to volunteer for another term on VAL; invitation to guests to volunteer for ACRL committees
 - b. Introduction to working group templates to provide structure updates on progress.
 - i. Action: put template in Google Doc and share link for working groups to complete.
- IV. Candidates for ACRL president, Anne Marie Casey and Jon E. Cawthorne visited with the committee, introduced their respective platforms, and entertained questions.
- V. Working group updates
 - a. Research agenda engagement
 - i. Jill Becker, Holly Mercer, and Lynn Connaway presented at the Library Assessment Conference.
 - ii. On Feb 4, webinar to help people engage with the research agenda, apply for impact grants and VAL travel scholarships to present research about VAL to non-library audiences.
 - b. Library research impact grants
 - i. VAL update during “News You Can Use” session on Sunday 1/27. Three grant recipients will share how the impact grants helped ‘seed’ their projects.
 - ii. The Feb. 4 webinar will help potential applicants understand what the committee is looking for, how to formulate a research question, etc.
 - iii. Q. Would a separate finding stream make sense for those that had projects that were not research? A. Not really, many of those were very specific to individual institutions, but would not necessarily help others.
 - iv. We could possibly look for opportunities to develop a different track for those that are not strictly research. Maybe there could be funding for groups that may want to hold a workshop on grappling with the research agenda, research from VAL projects. It would be nice to meet those needs.
 - v. Will ask the working group to look at how well this program is working, and decide if we need to pivot and support a different type of program...does the design need to change, or is it finished? Ask them to assess is this accomplishing what we wanted it to accomplish.
 - vi. Impact grants call is active now; need to assess the program.
 - c. VAL travel scholarships
 - i. Completed one round of funding, participants are presenting at non-library conferences. A new round is open now, with deadline of Feb 15. Encourage folks to apply.
 - ii. Q: What about those who want to resubmit? We previously talked about giving feedback on those that were not selected in the first round. Tie the topic they will present on to some aspect of the plan for excellence. Sara- this grant does not get the volume of applicants, and we need to talk about continuing this award or not. May be more appropriate for another part of the plan for excellence and not VAL-specific. Another goal area may work better.
 - d. CRL special issue

- i. Wendi Kaspar, editor of College and Research Libraries, sent Holly a submission that would fit the issue theme. Sara and Jill B., who will serve as guest co-editors, put together a brief prospectus of what the special issue would entail.
- e. Dashboard/data visualization
 - i. The VAL Wordpress blog has been edited, the links will be removed, and the valueography sunsetted. The new tool is more up to date and has more interactive features.
 - ii. Data viz tool has more interactivity, but is a multi-step process to update. The balance of keeping it up to date and the workload to manage the process. Equity/diversity/inclusion can be selected as a facet, but should VAL consider expanding EDI as a topic?
 - iii. Are there committee members who are interested in this? We need new members to keep it up to date and useful.
 - iv. Q: how are we tracking use? A: low usage after the first month. We need to bring attention to it again. Q. Next steps? Is it ongoing? Or will the committee leadership have a strategy discussion? Holly: would like volunteers to update it and add the 2018 applicants to the visualization tool, but there is a question of the long-term sustainability of the tool. We should evaluate if the time commitment is appropriate. We need about 2 more people to volunteer. Shawn: The last group created a tool to do the work. Shawn would be happy to help the committee get familiar with the tools to get them up and ready. Kara: it was created by OCLC research, and we have an archived webcast on how to use the tool.
- f. Equity, Diversity, Inclusion
 - i. The language has changed to make it clear what the objective is for VAL. This is to help libraries articulate how they further their institutions goals. We have not had much progress in the last few years. In the fall we floated the idea of bringing in a consultant to help the committee think about how we can help libraries articulate the value they bring to their institution.
 - ii. Some ideas:
 - 1. Could re-envision travel scholarships, impact grants to focus on libraries role in EDI initiatives
 - 2. Target EDI research for inclusion in visualization tool
 - 3. Begin with call for examples – collect these not as best practices or exemplars (yet) but as a starting point
 - iii. Will ask the Board for direction: what would an acceptable or desirable outcome be?

VI. Adjourn

Other Documents:

- VALC Projects List 2018-2019 and sign-up
https://docs.google.com/spreadsheets/d/1RwL6M27RvP5kXfl8SdBvyvPN_E7jLlnq2HewD-kpQP0/edit?usp=sharing

Council of Independent Colleges (CIC)

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**

Unit Representative to: Council of Independent Colleges

Representative Name: Lisabeth Chabot

Representative Email: lchabot@ithaca.edu

Report period: 2018-2019

As the ACRL liaison to the Council of Independent Colleges (CIC), I attended CIC's annual Institute for Chief Academic Officer with Chief Financial and Chief Enrollment Management Officers in St. Louis, Missouri in November 2018. CIC is a major national organization for small and mid-sized, independent, liberal arts colleges and universities in the U.S. CIC focuses on providing programs and services that assist member institutions in improving educational offerings, administrative and financial performance, and institutional visibility.

The theme for the 2018 Institute was "Academics, Allocations, and Analytics: Collaborating for a Sustainable Future". The keynote address was delivered by Roger Ferguson, President and CEO of TIAA. He discussed the impact of current economic trends on independent colleges and universities. Ferguson has led TIAA through a period of rapid change in the financial services industry and share lessons learned.

In the first plenary session, Marcia Chatelain, a faculty member at Georgetown University, discussed her campus's intentional strategy to promote and encourage efforts to increase diverse voices in and outside of the classroom. She is a lead faculty member for a course that serves to acclimate first generation students to the collegiate experience and ensure student success. I attended her follow-up session on "The Power of Diverse Voices" which encouraged small group discussions about campus initiatives. The second plenary session focused on "Demographic Trends and Student Enrollment" and the effects of these trends on small and mid-sized independent colleges.

Luke Vilelle, the incoming ACRL CIC liaison and I hosted a breakfast discussion session that was attended by CFOs and CAOs. The topic of our session was "Academic Libraries and Institutional

Sustainability”. We developed a handout that highlighted academic libraries support for student success/retention, diversity/inclusion, efficient resource management, and scholarship.

Our handout provided links to ACRL’s Project Outcome, Diversity Standards Toolkit, and ACRL publications on college libraries and student success. We also included links to our respective libraries guides on Open Educational Resources. The session attendees were interested in resources that would assist them in hiring and developing position descriptions for library leadership. The evolving nature of library work was also a topic of discussion. Student success continues to be a focus that administrators welcome the library’s contributions. Luke and I also signed up for Dine Around Dinner groups of CAOs and CFOs, where we continued our conversations. Our handout has been posted on the Institute’s website.

After the Institute, Luke and I brainstormed ideas to further collaborate with CIC and support member libraries. We are considering creating a resource guide on recruiting college library directors with sample duties that could be used to craft position descriptions and announcements. The guide would also include links to ACRL’s Top Trends and Environmental Scan documents. We also discussed offering a web conference where we share what we learned at the annual institute and get feedback on common areas of interest or hosting a web meeting on the changing student demographic and the role of the college library in student success - maybe with a reading sent out in advance and then a panel of librarians presenting local practices/successful projects, etc. - we would put out a call for presenters. We would use ALA’s Zoom web conference platform.

CIC announced a new grant opportunity “Humanities for the Public Good” in late 2018. Twenty-five colleges were selected in February 2019 to participate in this program that is designed to connect colleges with their communities through undergraduate research. The research projects make use of a significant archival, library, or museum collection held by the college or university and the institution collaborates with a community-based organization to share this research with the public.

As at previous institutes, I found the deans and provosts to be very interested in the library’s contribution to student success. They also view libraries as campus exemplars when it comes to assessment of services and resources.

In May 2019, I have been invited by a CIC member institution to lead a cross-disciplinary faculty workshop that will focus on strategies for advancing the information literacy skills of students.

As I end my appointment as the CIC Liaison, I would like to thank ACRL for the rewarding opportunity to represent academic libraries and engage with academic administrators, librarians, and faculty.

Modern Language Association - DSS Liaison

Laura R. Braunstein

ACRL Digital Scholarship Section liaison to the Modern Language Association

Modern Language Association convention

Chicago, IL

January 3-6, 2019

Report

I attended the 2019 MLA Annual Convention in Chicago as the ACRL-DSS liaison. I made it a priority to attend sessions focusing on digital scholarship, scholarly communication, and digital pedagogy.

Panel: "Same as It Ever Was: Fulfilling the Unfulfilled Promise of the Digital Humanities"
One panelist, focusing on DH and Early Modern literature, asked if DH was born from what we've already done, or is it fulfilling a promise that we've made when we make something for new users of digital tools, platforms, and resources? The panelist argued that we should focus energy on outcomes when we decide to give something a "digital life" and shift priorities to user experience. There was discussion of whether questions of UX design and functionality get embedded into development process; for whom do scholars make things? Discussion focused on how user needs should drive functionality of digital resources rather than scholarly assumptions of knowledge or context, in order to ask the question, what do you want users to be able to do with what you're making?

Panel: "The Porous Scholarly Edition"

This panel asked, does user engagement with a digital edition always have to be critical engagement? A presenter argued for "generous metadata" to continue public digital engagement with the humanities. How do we maintain safe spaces for this engagement? Can we develop a Code of Conduct for digital participatory editions, especially from those representing marginalized traditions? (It was noted that HASTAC has some models for Codes of Conduct in online scholarly communities.) Community-annotation projects need ongoing social relationships. They take emotional labor to sustain.

Panel: "Textual Transactions in an Unequal and Digital World"

The first speaker presented on non-quantitative citation analysis of scholarship on WEB Du Bois' novels with Zotero timeline visualizations -- how do the search and metadata structures of bibliographic databases shape research? Another presenter discussed a Scalar project to map Chicana editorship in 1960s/70s feminist movement -- particularly the digital afterlife of a groundbreaking essay by activist Enriqueta Vasquez. Glossing "Chicana" as "Mexican-American women" (and translating *La Raza* as "literally The Race"), particularly in anthologies framing the predominately white feminist movement, erases connection to the specificity of the liberation movement. The panel concluded with a fascinating discussion of how activist discourse gets edited into different contexts in anthologies aimed at various audiences and framed by the positionality of editors.

Libraries & Research Forum: "Collaboration in the Digital Research Landscape"

This all-librarian panel focused on collaborative research and teaching projects in DH -- all the examples centered and named librarians, students, and non-faculty collaborators. One panelist, discussing her participation in collaborative projects, said, "my original intent was to lead, but my current definition of leadership is creating stability." Several speakers argued that collaboration on digital projects means understanding capacity and process, periodic check-ins about what's working, identifying struggles in workflows, and overall, respecting other peoples' labor—and making collaboration and labor visible. Our discourse about library research/teaching/work is a matter of both demystifying and complicating -- it's accessible! and easy! -- but also, it takes many skilled people to make it so. Panelists concluded by discussing how projects fail, and that sometimes institutions learn from that and sometimes they don't. Often they generate great "technical debt" -- ie no plan or documentation for sustaining or moving forward.

Panel: "Transacting Digital Humanities: Rights, Roles, & Responsibilities of Collaboration"
 Collaboration is challenging because academic culture rewards individual achievement – which is connected to privatization as economic and cultural impulse. Within DH, we've created skunkworks and "safe spaces" within the academy for collaboration -- but these exist at the pleasure and patronage of leadership. One speaker proposed that we consider the academy as a skunkworks within market capital – but on the institutional not individual level. Solidarity is not just collective responsibility but a commitment to sustainability beyond local interests. There can be an ongoing struggle with administrators to recognizing collaborative DH work as scholarship and expertise rather than as service -- we don't have a solid model for evaluating contribution that's legible to tenure/promotion committees. Another panelist analyzed the rhetoric of collaboration -- the word comes from the discourse of war -- we are "strategic" & "embedded" and we attend "boot camps" and we "redeploy" resources, we talk about the "entrenchment" of processes, we go on "retreats," we "recruit" staff and students, we "drum up" business, we "fight for" resources according to a logic of scarcity in the market. Similarly, collaboration in the development of technology in colonial contexts has an exploitative history, of which globalized outsourcing in DH and digitization is one legacy. A related presentation examined ethical collaboration with graduate student fellows -- how do we not take advantage of student labor? How do we make collaboration fair and non-exploitative?

Panel: Getting Credit in Digital Publishing and Digital Humanities Projects

Addressing labor in DH means addressing care as well, as a component of value and credit – one approach may be to frame DH networks in terms of peer-to-peer review instead of peer review. We need to make sure that open peer-to-peer review doesn't become alienated labor; an alternative is to frame through ethics of capacity and care, to make sure that it doesn't result in emotional exhaustion. My question: how can we ensure equity in digital scholarly labor? Especially of marginalized people in the academy. How do we account for invisible labor in digital publishing? New media scholarship can foreground coding, web design, etc -- "methodology articles" can make this labor more visible to colleagues and tenure/promotion committees. It can lead to exploitation when we feel compelled to labor without visibility or compensation "for its own reward." We know that we can recognize hidden labor in traditional scholarship; how can we move forward in digital scholarship as well? "methods articles," open data, and models from lab science may offer a path.

Modern Language Association - LES/ESS Liaison

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 2nd-6th, 2019 in Chicago, IL. 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.

First, I attended the preconference workshop “DH Curious? Digital Humanities Tools and Technologies for Students, Emerging Scholars, Faculty Members, Librarians, and Administrators” on Thursday morning. For this workshop, there were multiple tables around the room that you could join to learn about different topics. You rotated twice. I attended one on “Open Access and Open Social Scholarship” because I was interested to see how the presenter would explain open access to humanities faculty. I also attended “Geospatial Humanities” because it is a topic that I am not familiar. I found the workshop interesting and would recommend it to librarians attending MLA, especially if they are new to digital humanities.

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: “Transacting Digital Humanities: Rights, Roles, and Responsibilities of Collaboration,” “Citation, Otherwise,” “What We Teach When We Teach Digital Humanities: Labor and Ethics,” and “Teaching Writing in the Fake News Era.”

This year’s Libraries and Research Forum was about “Collaboration in the Digital Research Landscape,” and it involved a great discussion about how to foster collaboration with faculty in both digital projects and pedagogy. I was also invited to attend the Libraries and Research Forum Executive Committee Meeting. We talked a lot about a potential program for next year’s forum, and when the idea of doing a forum on data in the humanities (i.e. repositories and open access). I was able to give some perspective from the subject librarian side about this topic, particularly about why it would be relevant. There was also discussion about who to appoint to be on the committee in the future, and I weighed in about the names that were suggested. Another positive outcome was that I learned a little more about the internal structure of the MLA organization, something I am still trying to learn more about, particularly in terms of how things like committee appointments and conference proposals are handled.

I will be sharing with both ACRL sections about what I did while at the MLA Convention and about some of the major trends I saw in articles in their upcoming newsletters. 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. I am also currently submitting my name to be considered to be on the Advisory Committee for the MLA International Bibliography.

Arianne Hartsell-Gundy

National Resource Center for the First-Year Experience and Students in Transition (NRC- FYEST)

ACRL Liaison Report

National Resource Center for the First-Year Experience and Students in Transition (NRC-FYEST)

Annual Conference on the First-Year Experience

Maoria J. Kirker, George Mason University

March 8, 2019

The 38th Annual Conference on the First-Year Experience (FYE) occurred in Las Vegas, Nevada from February 16-19, 2019. This was my first year attending the conference, as thus my first year in the role of ACRL Liaison to the NRC-FYEST.

Meeting with Dr. Jennifer R. Keup

After reading the conference report from the outgoing liaison, I scheduled a meeting with Dr. Keup, who is the director NRC-FYEST, during the first full day of the conference. Over coffee, we introduced ourselves, talked about the work of previous liaisons, and brainstormed what our collaboration might look like during the next three years. Here are the highlights of our discussion:

- We will try to chat over the phone every 3-4 months to keep on track with our ideas and to discuss what is going on in both of our organizations.
- The NRC-FYEST has an office in Washington, D.C, which is where I live. When Jennifer makes trips up to D.C., we will try to arrange to meet for coffee or lunch.
- The Center is preparing a senior capstone survey for students. She asked if ACRL would want a question related to libraries or information literacy on the survey. I thought it was a great idea, and we will talk more about this and potentially writing a standard question for all undergraduate level surveys distributed by the Center.
 - She asked if ACRL had a similar survey to which they could add a question.
- Jennifer asked if I'd like to contribute an article about information literacy and ACRL to their newsletter *E-Source*. I tentatively agreed.
- The NCR-FYEST holds Summer Institutes about first-year students and students in transition. She asked if there might be interest in a libraries/information literacy oriented institute. I discussed avoiding overlap between ACRL Immersion, but there seems like a lot of potential in this idea. These Institutes are five days and are intensive learning experiences at the University of South Carolina. They occur during June and July and can accommodate 50-75 participants.
- We talked about exploring a possible MOU for our organizations to have booth space at the Annual Conference for FYE and at ACRL 2021 (or other future conferences).

Sessions and Speakers

I attended a number of library-themed programs available at the FYE Conference. I was able to attend the following sessions and posters led or co-led by librarians:

- Richie Gebauer, Michelle Filling-Brown, and Jennifer Hasse – “Steps to Success: Embedding Information Literacy into the First-Year Seminar of the Learning Community Experience”
- Suzy Wilson – “First-Year Library Research Sessions: Information Literacy & Assessment in Action”
- Charissa Powell – “Information Privilege: Exploring Privilege Through Access to Information”
- Kate Otto – “Partnering with Your Academic Library to Build a Stronger Community”

I attended a number of sessions with significant overlap with library programming and information literacy:

- Allyson Goodman, Jennifer Sias, and Sheila Fields – “Improving Student Persistence: Metacognitive Learning Strategies in First-Year Seminar”
- Kyle Ellis and Joe Cuseo – “The Results are Self-Evident: Campus-Wide Partnerships Promote Student Retention”
- Todd Allen, Reginald Bullock, Danielle Nie, and Ashley Oxendine – “Student Development Theory, Not Just for Professionals”
- Christine Harrington and Melissa Thomas – “Designing a Motivational Syllabus”

Additionally, I noticed a few themes at the conference, which overlap with areas currently popular in information literacy and instruction librarianship. These include, but are likely not limited to:

- Metacognition
- Peer mentors
- Common Reads programming, events, and partnerships
- Critical pedagogy
- High impact practices

Librarian Meet-Up

Following the lead of the previous liaisons, I reached out to the Center for a list of librarian attendees. I planned a happy hour and dinner on Sunday evening. Reserving a table for a big group in Vegas proved tricky, but I managed to secure a table for 15 people. Luckily only about 15 people attended! This was an opportunity for colleagues to meet and informally chat. I will continue this tradition in my next two years as liaison.

Librarian Open Meeting

On Tuesday morning, the final day of the conference, I reserved a room for librarians to informally meet and discuss what they learned during the conference. The idea behind this was that we could share information about the sessions we attended, particularly the sessions not specifically oriented toward librarians. Nine librarians attended this meeting, including myself. Some topics of discussion included:

- Designating “Librarian” as a type of position on the conference registration form.
- The ACRL liaison having some sort of sticker that librarians could put on their name tags to indicate they’re a librarian. The conference is moving away from ribbons, and this was the idea generated after some alternatives were brainstormed.
- We talked about ways to encourage more library presentations. We all noticed that library-related sessions were primarily attended by librarians, even when they were targeted at campus-wide partnerships. The group thought about creating “sneaky titles,” which keep library or information literacy in the presentation description, but not the title. Additionally, the group suggested talking to the Center about including intended audience in the descriptions.
- We talked about the prevalence on presentations specifically about working with students from Generation Z. This seemed to be an emerging trend that many of us hadn’t noticed in library conferences yet.

Future Directions

For the second year as a liaison to the NRC-FYEST, my goals will be:

- Have “Librarian” as a position description added to the FYE Conference registration form.
- Work with the NRC-FYEST to add a survey question to their senior capstone survey.
- Propose a poster or presentation for the 2020 Annual FYE Conference and ALA Annual 2020.
- Potentially attend the National Conference on Students in Transition in October 2019. Because next year’s FYE Conference is in Washington DC, my costs for attending it will be dramatically reduced and could make attending both conferences from the NRC-FYEST viable.
- Write an article for *E-Source*.